

NEWS: EUROPE

Deep chill grips Franco-US relations

Transatlantic battles contrast strongly with Russian charm offensive at Nato

By Lionel Barber and Bruce Clark in Brussels and John Thornhill in Moscow

This week's Nato meeting in Brussels has seen Russia and the alliance, for all their differences, very much on speaking terms. But the same can hardly be said of Paris and Washington.

US officials describe the public arguments with France that surfaced at the meeting as only the tip of a larger iceberg created by a general plunge in the temperature of Franco-American relations.

"The French and the Americans are fighting," said one US official, citing differences over Europe, the leadership of the United Nations (Paris backed the incumbent Mr Boutros Boutros Ghali over Mr Kofi Annan, the US choice) and

particular the strained Franco-American atmosphere, were there for all to see. Mr Warren Christopher, the outgoing US secretary of state, clashed with his French counterpart, Mr Hervé de Charette, over a raft of issues, of which Nato's southern command, where Paris wants a European in charge, is only the best known.

Emu stability pact deal on the cards

By Lionel Barber in Brussels and David Buchan in Paris



The European Commission is about to unveil a new logo (pictured left) for the euro, the future single currency, which will be used in its Ecu30m (\$37m) publicity campaign next year.

cit beyond 3 per cent of GDP. A French official said the Council of Ministers "should not have its room for political appreciation (of a country's recession) reduced by purely quantitative criteria", adding that almost all other aspects of the stability pact were agreed.

Richard Lapper adds: Emu will be a catalyst for the continent's corporate bond market, according to a report published yesterday by the investment bank SBC Warburg.

EU finance ministers meet today in Dublin amid guarded optimism about an 11th hour deal on the rules for enforcing fiscal discipline in the future single currency zone.

Mr Jean-Claude Trichet, governor of the Bank of France, said he had no doubt that member states would iron out their differences on the budget stability pact. The Irish presidency and the European Commission expressed confidence in a "political deal" ahead of tomorrow's EU summit.

Germany has said that only an annual fall in gross domestic product, of either an average 1.5 per cent or a year-on-year drop of 2 per cent, should constitute the "exceptional circumstances" allowing a country to escape penalties for running a deficit beyond 3 per cent of GDP.

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Commission chief says no enlargement without EU reform

UK in Santer's sights again

By Caroline Southey in Strasbourg

Mr Jacques Santer, president of the European Commission, yesterday implicitly accused Britain of blocking the Union's enlargement ambitions by taking a minimalist approach to changing the way the EU operates.

reform are the keener supporters of enlargement," Mr Santer said. "But those who oppose reforms are inevitably slowing the acceptance of the first new members."



Jacques Santer: hardening attitude towards UK

EU summit will have a populist flavour

Heads of government will concentrate on what touches their citizens, writes Emma Tucker

Selling "Europe" to its citizens has never been the strong point of the political leaders who gather in Dublin tomorrow. But in an effort to show the European Union is not just about harmonisation directives and competition policy, the Dublin summit of EU heads of government will have a populist flavour.

The huzzards will be drugs, terrorism, organised crime and above all, the free movement of people. "The leaders are looking for something which people can identify with and these seem to be areas that correspond with public pre-occupations," commented an EU diplomat.

own border checks, many people arriving from non-EU countries require separate visas for each EU country they visit. The question confronting the EU leaders is how to achieve this vision for an "area of freedom and security".

However, he emphasised that this could only be on the basis of "practical co-operation", without the need to "sign up for lots of text".

But given Britain's traditional sensitivities to border controls and immigration, the only logical way forward may simply be to leave Britain out.

Germany promotes capital markets

By Andrew Fisher in Frankfurt

A new campaign to overcome the "image problem" of Germany's capital markets and strengthen them ahead of European monetary union was launched yesterday by leading German bankers, businessmen and securities officials.

The record DM200m (\$13bn) Deutsche Telekom share issue had shown what could be achieved in the German new issues market, Mr Breuer added. Moreover, statistics showed that foreign banks had a big share of transactions on German securities and futures and options exchanges.

Mr Breuer, who also heads the supervisory board of Deutsche Börse which runs the Frankfurt securities exchanges, said Germany's financial markets should move into "the first division".

Mr Breuer stressed that Emu, due to start in 1999, would lead to considerable concentration among financial markets, not least on cost grounds, as interest rates and currency risks were removed for those investing across Europe.

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EUROPEAN NEWS DIGEST

Spanish strike over pay curb

The first nationwide strike movement against austerity policies under Spain's centre-right government became a battle of statistics yesterday to determine whether it was a success or a failure. A government spokesman said "reliable" figures showed that only 18.20 per cent of public sector employees stayed away yesterday in the protest against a pay freeze next year.

New blow to Bonn on sick pay

Employers and unions in the North Rhine-Westphalia metal industry last night struck a landmark pay deal that provided powerful support for opponents of federal legislation permitting cuts in sick pay. The deal covers 850,000 workers in Germany's largest regional pay negotiating area. It will retain sick pay at 100 per cent of wages. It will also see wages rising by 1.5 per cent next year and 2.5 per cent in 1998.

Warning over EU telecoms

Telecoms operators failing to provide access to their networks for new competitors quickly and at a fair price after the market is opened to competition in 1998 could be fined by the European Commission, according to proposals published yesterday. The Commission published a draft notice on access to telecoms networks, one of the remaining parts of the legal framework for the sector after liberalisation. Interested parties have until February to comment.

Serb workers 'joined rallies'

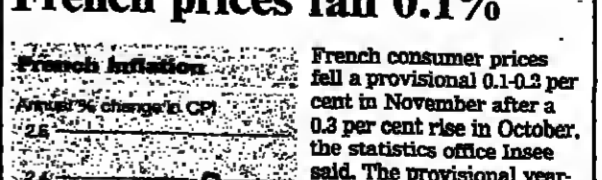
Independent trade unions in Serbia said yesterday that 10,000 of their members had joined the daily demonstrations over the cancellation of opposition local election victories last month, but that many more had been warned against leaving their factories. The Serbian authorities have so far refrained from using force against the protests, apparently waiting for them to lose steam. But a statement yesterday from the Yugoslav interior ministry, warning it would intervene if the protests became violent, raised fears among diplomats that President Slobodan Milosevic might be considering a change of strategy.

Dutch football chiefs quit

The board of the Dutch football association's professional division resigned yesterday over the collapse of Sport 7, a fledgling commercial cable television channel to which it had sold the rights to screen matches. Sport 7 - which has been deserted by advertisers as ratings slid - received the final blow yesterday when Mr Hans Wijers, economy minister, wrote to tell directors of broadcast rights covering Holland's international games, they had no such claim over fixtures between clubs in the domestic professional league. This supported the position taken by Ajax and Feyenoord, the two largest clubs, which had argued that broadcast revenues from home matches belonged to them.

French prices fall 0.1%

French consumer prices fell a provisional 0.1-0.2 per cent in November after a 0.2 per cent rise in October, the statistics office insee said. The provisional year-on-year inflation rate fell to 1.5-1.6 per cent in November from 1.8 per cent in October, insee added. Economists were looking for a month-on-month rise of 0.1-0.2 per cent in consumer prices in November and a year-on-year increase of 1.8-1.9 per cent. The ministry said the November decline resulted from a 0.6 per cent drop in prices of manufactured goods, which had risen 0.4 per cent the month before.



This sharp reversal was mainly accounted for by changes in car prices, which rose in October when government financial aid for new car purchases came to an end. Car prices fell in November as manufacturers introduced special offers to compensate for the ending of the government initiative, it said. Wholesale prices in Germany fell 0.6 per cent in November from October, but were up 0.4 per cent from November 1995. In October, wholesale prices climbed 0.2 per cent month-on-month and were up 0.9 per cent year-on-year.

Advertisement for Siemens Nixdorf featuring a fingerprint graphic and the text 'Hopes for 2000 - very', 'Bonn outline', 'SIEMENS NIXDORF', and 'As unique as your fingerprint'.

Handwritten Arabic text at the bottom of the page.

Eastward expansion 'could be postponed indefinitely'

Hopes for EU growth by 2000 'very optimistic'

By Kevin Done, East Europe Correspondent

Predictions that some of the more advanced economies in east Europe might enter the European Union by the year 2000 appear "very optimistic", according to a report by the United Nations Economic Commission for Europe.

Even assuming smooth negotiations and speedy ratification, the most advanced of the "transition" economies would be unlikely to join "before the middle of the next decade".

The ECE acknowledges the achievements of many east European countries since 1989, but says much remains to be done before they can function as full members of the EU.

The commission also warns that little headway can be made on enlargement of the EU until existing

member states make significant progress in the current inter-governmental conference (IGC) on reforming the way the EU operates.

If the IGC fails to deal effectively with the big problems facing the Union, especially those affecting the process of decision-making and the effectiveness of the present institutional structure, the accession of east European countries "could be postponed indefinitely".

Such an outcome would pose "considerable risk of negative effects" on the development of both market economies and new democratic institutions in east Europe.

The ECE says east European countries see membership of the EU as crucial for sustaining the process of integration with western market economies and achieving long-term rates of

growth that would eventually close the gap in income and development between east and west. Even more important, it is seen by most policymakers in east Europe as a way of underpinning new democratic institutions and increasing security in the region.

The ECE questions the capacity of central European countries to compete within the single market without instituting further far-reaching reform. Considerable efforts will be required in the region for accession to be feasible "even by the middle of the next decade".

"For the economies in transition it is not obvious that they can, or even that they can afford to, narrow the gap sufficiently between what is demanded by the Union's rules and what they are able to deliver in just a few years' time, unless strenuous efforts are made to

accelerate the transformation process."

The ECE argues for a longer pre-accession period to give candidate countries more time to restructure their economies "to participate as equal partners in the highly specialised and sophisticated division of labour prevailing in the EU".

It says it is an illusion to believe that such changes can only be achieved by rapid entry into the EU.

Many advantages of membership, such as access to the single market, economies of scale and direct investment by western companies, could be achieved before entry.

"A rushed and premature entry of the transition economies into the EU is unlikely to be in their longer-run economic interests, if they are unable to face full-fledged competition in the single market."

Embattled Kuchma sacks aide

By Matthew Kaminski in Kiev

Mr Leonid Kuchma, the Ukrainian president, has sacked his closest adviser, in a move aimed at bolstering his weak political position. The removal of Mr Dmytro Tabachnyk as chief of staff follows persistent calls in parliament for his resignation and attacks in the media.

Even former presidential allies in the chamber have turned on Mr Kuchma for allegedly condoning corruption in his administration.

Mr Kuchma, who has cultivated an image in the west as a proponent of economic reform and Ukraine's sharp turn toward the west, has been politically embattled at

home after getting a new constitution through parliament in June.

Analysts in Kiev believe he may regret the departure of his most loyal adviser, who ran the president's 1994 campaign, as divisions within the government widen ahead of election campaigns in the next two years.

Mr Pavlo Lazarenko, the prime minister, has emerged as a potential challenger for the presidency after accumulating economic power through control of the lucrative energy sector. His relations with Mr Kuchma have been strained.

Mr Tabachnyk was not linked with the prime minister's group of advisers from Dnepropetrovsk, who have come to dominate govern-



Kuchma: weak position

ment since Mr Lazarenko's appointment in May. His departure may endanger the position of Mr Sergel

Osyka, the minister of foreign economic relations, and other cabinet members associated with the Kiev-based political and economic establishment.

The president's support in parliament is diminishing as the chamber begins to discuss the 1997 budget and a packet of unpopular economic reforms needed for western aid next year. His aides have been concerned the Communists and Socialists are gaining strength with the growing disenchantment over economic weakness ahead of 1998 parliamentary elections and as Mr Lazarenko broadens his parliamentary base of support among the agricultural and industrial lobbies.

Swiss urged to make amends for Nazi ties

Switzerland yesterday came under renewed pressure to make amends for the country's financial dealings with Nazi Germany, as the head of the World Jewish Congress issued an appeal for immediate compensation for the relatives of Jews who sent assets to Switzerland during the Holocaust.

Mr Edgar Bronfman, one of the most prominent spokesmen for world Jewry, told a House committee investigating the "Nazi gold" issue that a full investigation would take too long, and many Holocaust victims would die before it was completed.

"The time has come for the competent authorities to make a good-faith financial gesture - one that does not prejudice the outcome of any final settlement - so that those who have suffered so much may yet see in their lifetime some measure of justice done," he said.

A Swiss government spokesman told the House banking committee his government would press ahead swiftly with a probe of Switzerland's wartime role, completing it within two to three years. But Jewish groups fear this could stretch to five years.

The Swiss parliament yesterday gave final approval to a law which will lift bank secrecy laws on the relevant accounts, allowing the Swiss investigation to begin in January. The Swiss government wants to await the result of that probe before deciding on payments to survivors.

Jewish land claim in German court

By Frederick Stüdemann in Berlin

A Jewish family who claim they were forced by the Nazis to sell their land near Berlin will today seek to reassert their ownership when a court considers one of the largest restitution cases in eastern Germany.

At issue today are 11 properties in Teltow, a town on the southern fringes of Berlin, part of an 84-hectare site which once belonged to two businessmen, Mr Max and Mr Albert Sabersky. The decision on the properties is seen as a test case for the much larger site which now makes up the leafy Seehof district of 530 houses; the whole site has a market value of over \$100m.

The prospect of a whole suburban district changing hands is remarkable, even by the standards of the restitution process in eastern Germany which has seen countless properties returned to former owners.

In extreme cases, such as Teltow, whole villages or districts have been subject to ownership disputes. In Seehof the Sabersky claim has created anger and uncertainty among homeowners who are unable to use "their" property as collateral.

Seehof was created in the 1930s when farmland the Sabersky brothers bought in 1878 was divided into plots and sold off.

Today the houses are largely privately owned, many by descendants of people who bought in the 1930s.

The heirs of the Sabersky brothers, led by Mr Peter Sonnenthal, a US lawyer, claim that the family was pressured into selling below market value and never received the full sum of money from the sales, which were handled by an estate agent who was a member of the Nazi party and received an unusually high commission.

Under German law, property owned by Jews which was expropriated by the Nazis or unfairly sold between 1933 and 1945 is subject to restitution.

The heirs have said that if their claim is recognised they will not force anyone out of their homes. In August they also made a settlement offer to inhabitants to "buy back" the claims for a relatively small amount. Lawyers acting for the heirs say 60 people have so far accepted the offer and 90 more have expressed interest.

The family's claim is opposed by the Office for the Settlement of Property Questions (Arov), a local government agency set up to deal with restitution cases, which says that the Sabersky family had planned to divide up the Seehof site long before the Nazis came to power in 1933.

Arov also believes a fair price was paid for the plots.

This year Arov rejected the Sabersky claim to Seehof, though it granted restitution for a number of properties which had been directly occupied by the family and which the agency acknowledged had been sold under duress.

Bonn outlines multimedia law

By Ralph Atkins in Bonn and Frederick Stüdemann in Berlin

The German government yesterday claimed to be leading the world in regulating multimedia when it outlined proposals for a federal law to protect data as well as safeguard against pornography and other abuses.

Mr Jürgen Rüttgers, minister for science and education, said the legislation would become a "pace-maker" in the future world of multimedia, where moving images, data traffic and sound will converge. The proposals would encourage investment in multimedia while also protecting consumers and their data.

The draft multimedia law attempts to clear up legal confusion which could have deterred companies from offering new products and services, particularly after

liberalisation of the country's telecommunications system from January 1 1998. A central plank of the proposals - which have to be approved by parliament - make clear that multimedia

An international standard on encryption has yet to be established, as there is still no consensus on just how secure such systems should be

should be covered by federal legislation rather than at Länder (state) level. This should avoid multimedia companies which offer services such as telephone shopping or access to information having to deal with a

welter of complex local regulations.

Under German law the Länder are responsible for regulating broadcasting. Given the television nature of much of what is known as multimedia, some Länder argued that their authority should be extended to it. This was rejected by both Bonn and nearly all commercial operators, which feared excessive bureaucracy.

The Länder will retain responsibility for conventional broadcasting and discussions between the federal and state governments are expected to continue over "grey areas" where the border between conventional and new services is unclear.

A further key element of the proposed law is the extension into cyberspace of laws governing the printing and distribution of proscribed matter, such as child pornography or neo-Nazi

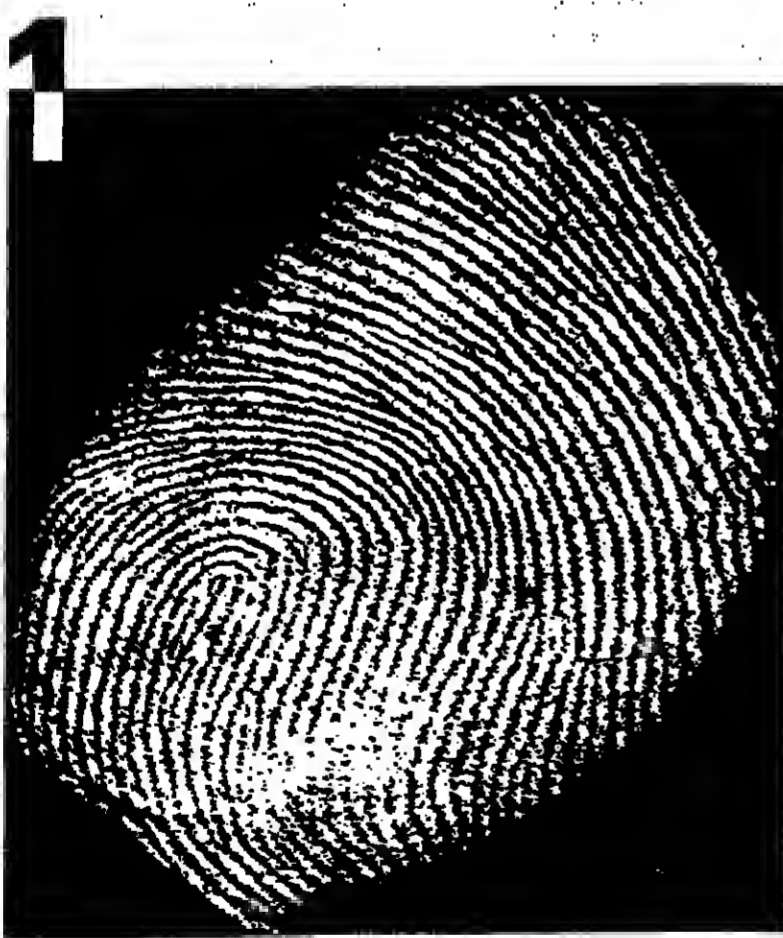
propaganda. Consumer protection legislation would also extend to multimedia.

Mr Rüttgers has in the past proposed an international agreement on tracking down and prosecuting offenders, given that such material can originate from around the globe.

Also unresolved are issues concerning encryption of data for security purposes. An international standard on encryption has yet to be established, as there is still no consensus on just how secure such systems should be.

Law enforcement agencies have argued that almost totally secure systems would hamper criminal investigations. Others argue that data protection, necessary for both secure commerce and personal civil rights, can only be guaranteed by the maximum level of encryption.

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NEWS: ASIA-PACIFIC

Wrangle with Beijing over costs delays plan for Western Corridor Railway link into China

Hong Kong scales down rail ambitions

By Louise Lucas
in Hong Kong

The Hong Kong government yesterday scaled down its plans for the ambitious Western Corridor Railway linking the territory's Kowloon peninsula with China, after months of baggling with Beijing over the project's cost.

Beijing, whose approval for the project is required as its construction straddles the handover next July when Hong Kong reverts to

Chinese sovereignty, said the estimated cost at HK\$75bn (US\$9.7bn) was too expensive. Chinese officials were further irked by Hong Kong's failure to keep them briefed on contractors and developments.

Yesterday Mr Gordon Siu, the territory's secretary for transport, said that while the passenger line from Kowloon to the more remote north-west New Territories would go ahead, the cross-border railway would be delayed. This would shave

costs by a third.

"We are still some way from reaching any definitive conclusions on the development and timing of the new rail border crossing," he said.

Those the government-owned Kowloon-Canton Railway Corp (KCRC) which is carrying out the project will face costs of HK\$50bn rather than the HK\$75bn estimate. Around half of that will come from government funds.

Under the revised blueprint, construction of the railway extension will begin next summer, and the first phase could be completed by 2002.

Originally, the three-section project was to have been completed by 2001. Hong Kong has argued the train link is vital, and that the total cost rose as the project was expanded. In July Mr Siu underlined the government's commitment to the scheme in the Legislative Council, stressing it was "a priority project".

The Western Corridor Railway was first mooted in 1994. In January last year the KCRC was asked to submit a proposal for the construction and operation of the railway. The KCRC's feasibility study was handed over in November last year.

Separately, the KCRC yesterday announced that Mr Yung Kai-yan, a former treasury minister and latterly director of Sino Land, a property developer, would succeed Mr Kevin Hyde as chairman.

The decline in Japan's current account surplus continued to bottom out in October, as a weak yen helped to lift exports of manufactured goods, according to official data yesterday.

The current account gap shrank 19.6 per cent to Y367.4bn (\$3.26bn) in October compared with the same month last year, a bigger contraction than the market had expected, but significantly slower than September's 35.6 per cent decline, the finance ministry reported. It has now been on the decrease in almost every month since December 1994, broken only by one month's increase in August last year. But the October fall was the smallest in seven months, because of a sharp rise in car exports.

Hashimoto set to ride out wave of scandals

William Dawkins on the cracks in Japan's iron triangle of bureaucracy, politics and business

It is a sign of how the old ties that bind Japan's cosy power structure are loosening that hardly a day goes by in Tokyo without a top bureaucrat or politician being embarrassed by claims of financial impropriety.

Routine news items on television news include policemen marching into ministries to carry out crates of incriminating papers, bureaucrats being driven off to prison and pink-faced politicians bowing in atonement for being found out.

Collusion and kickbacks in the iron triangle of business, bureaucracy and politics were, within limits, tolerated for much of the post-war era. They have suddenly become less acceptable, though only a bit. This is no crisis and does not look like bringing the string of resignations brought about by accusations of sleaze in the UK government.

Surprisingly, Mr Ryutaro Hashimoto's minority administration seems little harmed by charges of venality among senior members of the ruling Liberal Democratic party (LDP).

There have, admittedly, been signs of strain. Mr Shinji Sato, minister for international trade and industry, was unable to attend the World Trade

Organisation ministerial summit in Singapore because he had to face parliamentary questions over corruption among MITI officials.

Even so, foreign observers could be forgiven for surprise that the government is so little affected, given the sheer weight of evidence. A shortened list includes:

- Mr Hashimoto admitted on Tuesday he had received Y2m (\$17,600) of - legal - political donations from a hospital linen leasing group after it had got an official warning against violating anti-monopoly laws. He is considering returning it.
- A former top health ministry official was arrested last week and charged with accepting Y60m in bribes from a businessman seeking state subsidies to run old people's homes.
- MITI last week punished six top officials for accepting lavish hospitality from an oil broker, recently arrested for evading tax on commission from questionable deals. Senior members of both the LDP and opposition New Frontier party (NFP) admit taking donations from lobby groups run by the same broker.
- Police last month raided the offices of an organisation, Orange Co-operative, suspected of falsely posing

as a savings bank. Orange had donated Y30m to former prime minister Mr Morihiro Hosokawa for his election campaign in October. He promptly returned the cash.

Judging by Japanese media coverage of these events, the public is disappointed but not shocked. Allegations against officials, once held to be above suspicion, are now, but again not surprising. "This is business as usual. The public has always assumed that this kind of thing has been going on," explains Mr Dan Harada, a political consultant.

If this is routine behaviour, why are the police only now choosing to act against it? One factor, political observers speculate, is that public prosecutors discreetly held off in the run-up to October's general election.

Another factor is that old alliances have turned sour. "Some of the bureaucrats have probably been corrupt for decades. They became greasier in the late 1980s bubble economy, and may have overstepped themselves. Since then the iron triangle has started to disintegrate," says Mr John Neuffer, political analyst at Mitsui Marine Research Institute, a private sector think tank.

One crack in that triangle



After recent raids and revelations Hashimoto (left) and Sato hope to ride out the storm

is Mr Hashimoto's election commitment to trim the size and power of the bureaucracy. That pledge is especially significant coming from Mr Hashimoto of all people, a former finance minister, celebrated in Kasumigasaki - Japan's Whitehall - for his skill at working with bureaucrats.

Not surprisingly, Mr Hashimoto's administrative reform plans have aroused hostility from those who risk losing status, or even a job. In Japan, more than in most places, a successful leader must have no enemies, as an adviser to Mr Kakuei Tanaka, a former prime minister, once wrote.

That invites the question of whether Mr Hashimoto or his government could be unsettled or even toppled by scandal. For now, he is secure. He has won praise, and deflected attention from politicians, by calling for a code of conduct for bureaucrats. And even if Mr Hashimoto were to be implicated, there is no clear alternative leader.

Second, the opposition NFP has neither the stomach nor power to challenge the government. Too many of its own top people - mostly former LDP men - are caught up in the same

corruption cases. Worse, the NFP is about to split, with the defection of Mr Tsutomu Hata, another former prime minister, and his supporters.

The main risk from Japan's rash of scandals, warns Mr Nauffer, is that the Hashimoto team might get side-tracked from urgent matters such as economic deregulation. In the long run, the controversy helps those wishing to make government more transparent and efficient. But in the short term Mr Hashimoto and others with an interest in a more open Japanese economy must be cursing the distraction.

No

No

No

No

No

No

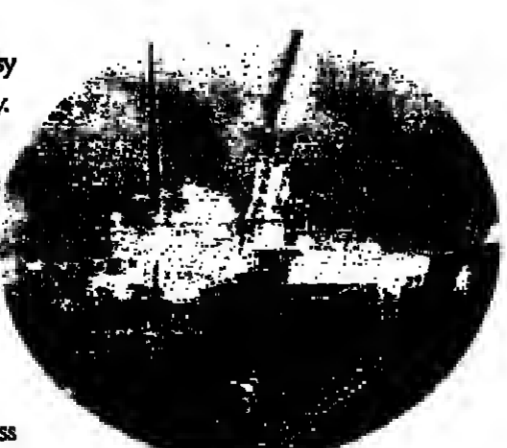
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Australian dollar falls after interest rate cut

By Nikkl Tait in Sydney

The Australian dollar fell sharply yesterday on news of the Reserve Bank's reduction of the cash rate from 6.5 per cent to 6 per cent. The currency fell by about one US cent, closing the day at around 79.15 US cents. Ten days ago it had reached a six-year peak at more than 83 US cents.

Financial markets were surprised by the cut, the third this year. Although most analysts said the slowing rate of economic growth and low inflation data might offer scope for an easing of rates, few expected a move before 1997.

Bond prices rallied, although they closed below

the day's best. The yield on the benchmark 10-year bond ended at 7.18 per cent, down from Tuesday's close of 7.35 per cent. Shares ended little changed, with the all-ordis index 2.5 points lower at 2,339.3.

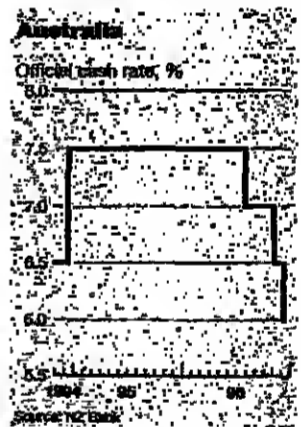
The Reserve Bank said the easing was a response to the improved inflation outlook. It said the "underlying" inflation rate was expected to stay below 2.5 per cent for the rest of the 1996-97 financial year. It also noted the recent strength of the dollar had been helpful in quelling inflationary pressures.

In Canberra, Mr Peter Costello, federal treasurer, suggested the August budget inflation forecasts for 1996-97, of 2.75 per cent,

could be undershot. "We actually think there's a possibility of doing better," he said.

Meanwhile, Mr Costello yesterday introduced a "Charter of Budget Honesty" bill into parliament, which would require any government to release details of the country's budgetary and economic position at the start of each election campaign, as is the case in New Zealand.

Parliament yesterday finally passed legislation which will allow the partial privatisation of Telstra, the government-owned telecommunications carrier, to go ahead. The federal government wants to sell one-third of the telecom group through a stock market flot-



ation - a move which could raise around A\$6bn in the biggest share offer in the country's history.

Australia is also in the process of moving to a fully deregulated telecoms market by July next year and any sale of Telstra is likely to occur after this.

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Canberra acts on petrol prices

By Nikkl Tait

Australia's conservative federal government announced yesterday it would seek undertakings from the major oil companies to provide "open access" to their terminals, as part of a plan to deregulate the country's petrol industry.

It said that, after industry consultations, it was satisfied that "promoting competition and removing unnecessary regulation in the petroleum products industry is the best way of achieving lower prices for consumers".

"Deregulation and structural change in the sector will proceed in an orderly

manner over the next few years," it added.

Efforts would also be made over the next 12 months to negotiate a new enhanced "oilcode" and code of conduct between oil companies, distributors and retailers. The Canberra government said it was "disposed" towards repealing legislation that governs petrol franchising and retailing arrangements, and restricts the number of petrol stations big players can operate.

Meanwhile, petroleum products would be removed from price surveillance once the federal treasurer was sure of "pro-competitive" developments. The current

regime caps petrol product prices and requires the four big suppliers to notify the Australian Competition and Consumer Commission (ACCC) if they want to increase them.

But the proposals were criticised for being "too slow" by Ampol, the country's largest petrol distributor. Ampol broke ranks with Shell, BP and Mobil several months ago when it started publishing its wholesale petrol prices. It has also promised open access to its terminals once prices are deregulated.

The pressure for change follows an inquiry by the ACCC earlier this year. Part

of its brief was to look into discrepancies between city and country petrol prices, which, it is claimed, handicap the farming industry.

The ACCC concluded that current price surveillance was ineffective in restraining prices and that competition from independent fuel retailers was more likely to be an effective price dampener. At present, independents account for only about 5 per cent of the market. However, Woolworths, the country's largest supermarket chain, has recently started selling petrol at one retail site, and is looking at introducing petrol pumps at up to 200 stores.

India and Bangladesh reach water deal

By Kasra Naji in Dhaka and Mark Nicholson in New Delhi

India and Bangladesh last night reached agreement on sharing the waters of the Ganges River, settling a dispute which has been the chief bilateral irritant between the two neighbours for more than 20 years.

"I wish to place on record my profound satisfaction at the agreement we have just reached on the sharing of the Ganga waters," Indian

Prime Minister H. D. Deve Gowda said after talks in Delhi with Sheikh Hasina, Bangladesh's prime minister.

The agreement, to be signed today, represents a significant foreign policy success for Sheikh Hasina's 10-month-old Awami League government, and is the first example of the Indian United Front (UF) government's policy of greater "generosity" towards its smaller neighbours. Though no details of the pact were immediately

available, Bangladesh was hoping to increase its share of Ganges water during the "lean" post-monsoon season from late December to June. Dhaka claims the diversion of the water has hurt the livelihoods of 30m farmers.

Bangladesh has been in dispute with India over its share of Ganges water - which flows through northern India before emptying into the Bay of Bengal in Bangladesh - since the construction of the Farakka dam in 1975, with the aim of

diverting water to the Indian state of West Bengal, partly to "flush" the state's silted port at Calcutta.

Dhaka has alleged that India opens the barrage at Farakka during the wet monsoon months of June-September, flooding Bangladesh land downstream. It has also argued that India then stanches the flow during the dry season. This week's visit by Sheikh Hasina follows a visit to Dhaka by Mr Jyoti Basu, West Bengal's chief minister.

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HH President Sheikh Zayed bin Sultan Al-Nahyan

Architect of the UAE

25 years of service built upon honour, integrity and respect.

On December 2, 1971, the United Arab Emirates was established as a newly-formed federation of states under the prudent and benevolent guidance of His Highness the President Sheikh Zayed bin Sultan Al-Nahyan. It was the start of a challenging and exhilarating voyage of self-discovery and development for this fledgling nation.

During the last twenty-five years, fired by the imagination and vision of the Ruler, HH Sheikh Zayed, the UAE has become a key participant in the affairs of the GCC region and beyond. At the same time, the UAE's importance as a trading partner with both the industrialised and developing countries of the globe cannot be over-emphasised.

For each and every citizen it has been a momentous journey

towards the creation of one of the most modern and progressive states in the region. It is difficult to believe that so much has been achieved in such a comparatively short time – and in the face of challenging conditions, both economic and political. HH Sheikh Zayed's firm but forgiving touch is evident in every aspect of the Emirates' development – from the soaring skyline and bustling commercial activity, the state-of-the-art communications systems and social welfare programmes, to the advanced industrial infrastructure and an education system fully attuned to the needs of future generations.

Furthermore, it is a testimony to the prudence and imagination of the Ruler that prosperity and stability have been achieved without sacrificing traditional values and a rich cultural heritage.

Firm Foundations for Nationhood

Born in the oasis settlement of Buraimi, HH Sheikh Zayed has witnessed a series of far-reaching changes in the world order as well as that of the Gulf. His early travels to Europe gave him an insight and breadth of vision which have served him well. He has frequently been quoted as saying that the economic and political systems of the world are inextricably linked and that no country, or group of countries, can live and develop in isolation. Indeed, his partnership with the people of the UAE has been significantly enhanced by the many and varied contributions by people of other nationalities from around the world.

In 1946 HH Sheikh Zayed was appointed Governor of Al-Ain, an historic settlement where evidence of settled civilisation has been traced back to the fourth millennium BC. During the twenty years of his governorship, the transformation of Al-Ain was spectacular. The ancient irrigation systems were revitalised to create a flourishing agricultural and horticultural industry which now meets over 40% of local demand for fresh fruit and vegetables. Such achievements and initiatives have served as an effective blueprint for the subsequent development of Abu Dhabi and the UAE as a whole.

"The People Are Our Greatest Resource"

Unquestionably oil and gas have played a pivotal role in the development of the country, but it is the determination of the people and substantial investment in developing their potential that have shaped the UAE's formidable record of achievements thus far. In 1982, just eleven years after HH Sheikh Zayed's accession, the first students graduated from the Emirates University at Al-Ain. And it is on the shoulders of these and subsequent graduates, both men and women, that the hopes and expectations of the country rest.

Right: In just 25 years Abu Dhabi has been transformed from a tiny desert settlement into a thriving, modern garden city.

The responses to this challenge are clear for all to see. On the one hand, the nation has broadened its industrial base to complement and, in time, reduce its dependence on the oil industry alone. On the other, the social cohesion and confidence of the people is manifest in, for example, the network of trade links forged, the warm welcome extended to visitors from across the world and the enthusiastic participation in sporting events such as the 1990 World Cup.

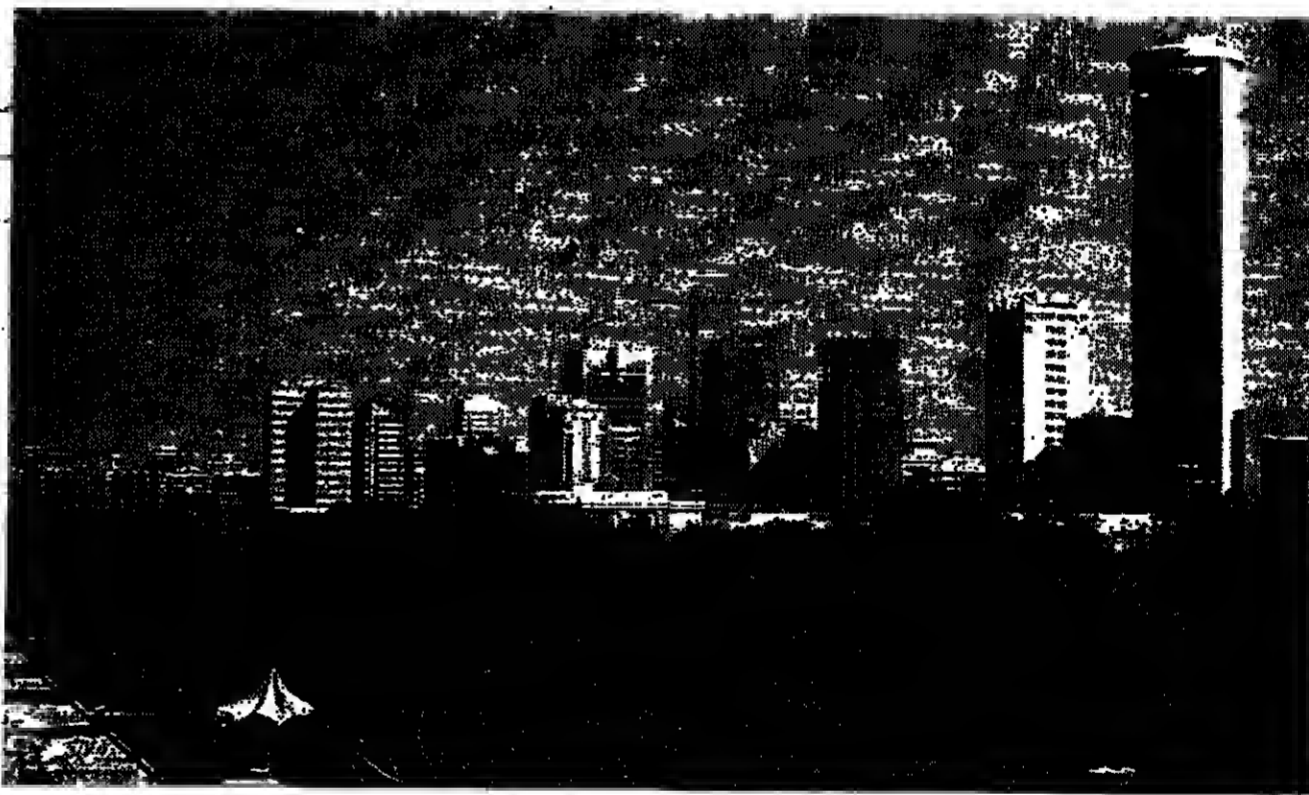
"Building Bridges of Understanding"

In May 1981, HH Sheikh Zayed inaugurated the first summit conference of the six-member Gulf Co-operation Council in Abu Dhabi. The participating nations comprised the UAE, Saudi Arabia, Kuwait, Bahrain, Oman and Qatar. The significance of this event was soon apparent, as each member state sought to establish a firm base for ensuring the security and prosperity of the region, based on trust and a firm commitment to the guiding principles of Islam.

The GCC has provided a vital forum for promoting pan-Arab unity and a conduit through which differences within the Arab world can be resolved through dialogue and mediation. It is a measure of HH Sheikh Zayed's commitment that he, personally, has played a prominent role through personal contact in building lasting relationships across the globe.

"God Will Direct Our Steps"

Speaking at the inaugural meeting of the GCC, His Highness told his fellow heads of state "I pray to God we shall succeed in our work and that God will direct our steps in achieving the aspirations of the people." These words indicate both



the humility and statesmanship with which the Ruler inspires his people to work as one for the common good.

Seven years after the establishment of the GCC, the Paris-based Man of the Year Organisation voted the President the Most Prominent Personality of 1988, citing the part he had played in ending the eight-year conflict between Iran and Iraq and the restoration of ties with Egypt.

Integrity and Honour

The early 1990s were difficult times both for the nations of the region and for HH Sheikh Zayed personally. The Gulf Conflict proved a testing and traumatic experience for all the countries of the region, and placed a huge financial burden on those involved.

For Sheikh Zayed, events surrounding the BCCI episode have proved to be the most traumatic in his thirty years as Ruler of Abu Dhabi. A man who has given so much to his country and his people, His Highness has always remained committed to ensuring that depositors are fully compensated in the wake of the closure of the Bank of Credit and Commerce International.

Throughout this difficult period, His Highness Sheikh Zayed has withstood all attempts to discredit his name. Despite the malicious stories surrounding the BCCI affair, his honesty and stature have steadfastly refuted such unfounded allegations.

By the late 1980s the situation at the bank had deteriorated to such an extent that the Ruler and his government were obliged to intervene, as a matter of honour, to protect the interests of hundreds of thousands of small depositors in the UAE and elsewhere in the world.

After a further five years and a commitment of more than US\$5 billion, HH President Sheikh Zayed has succeeded in settling the claims of all small investors in the UAE. It was widely reported in the local press that these depositors will be paid in full before the end of the year. Other secured creditors of the former Bank of Credit and Commerce International can also expect their first dividend of 24.5% by the year end, according to a statement issued in Luxembourg by the bank's liquidators.

Before long the real story behind the BCCI affair will emerge and the truth will be seen to prevail. Above all, His Highness Sheikh Zayed remains a beacon of integrity and honour to his

own people and the community at large. He has always stood out as an anchor of hope for the small depositors, a hope he has fulfilled by his insistence on a satisfactory resolution to the whole episode.

A Cause for Celebration

This month marks not only the twenty-fifth anniversary of the formation of the United Arab Emirates, but also HH Sheikh Zayed's thirtieth year as Ruler of Abu Dhabi. It is a period in which a nation has grown from nothing to one of the most modern and socially cohesive countries in the region. According to the World Bank, the UAE now ranks number 12 in the world in terms of per capita income. This astonishing achievement will be cause for gratitude and celebration by many – the nation's 2.2 million citizens, the thousands of expatriate workers who have contributed and more than 1.5 million visitors who come each year to sample a taste of what the future holds in store. They will all enjoy the fruits of our man's vision – that of HH Sheikh Zayed bin Sultan Al-Nahyan.

NEWS: UK

Committee unable to accept high flier's testimony 'as being accurate'

Minister resigns after MPs' probe

By James Blitz

Mr David Willetts, the paymaster-general, last night became the most prominent scalp of Westminster's cash-for-questions affair when he dramatically resigned from Mr John Major's government.

accused of trying to subvert a previous inquiry in 1994 into allegations that Mr Neil Hamilton, a former Conservative minister, took cash for asking questions in parliament. The all-party standards and privileges committee, in its first formal judgment since it was set up last year, said it would not accept much of the oral evidence Mr Willetts had given at public hearings "as being accurate".

MP from taking his decision, saying the prime minister had accepted it with regret. "Mr Willetts has tended his resignation as an honourable man," a spokesman said. The sudden departure from the government of one of the most promoted Conservative MPs of recent years is the latest in a spectacular series of recent blows for Mr Major.



Out: David Willetts arriving at the Cabinet Office yesterday

Finance minister attacked over Emu

By John Kampfer, Chief Political Correspondent

Mr Kenneth Clarke, the UK chief finance minister, called yesterday for a delay in the start-up date for European monetary union if member states continue to have difficulty in meeting the convergence criteria. But his attempts to present himself as a less-than-ardent supporter of a single currency failed to convince Conservative backbenchers, who accused him of leading the UK into a European "superstate".

UK NEWS DIGEST Doubt cast over millennium plan

Plans for a £700m (£1,150m) millennium exhibition at Greenwich in south-east London were plunged into doubt yesterday after the opposition Labour party refused to give an open-ended commitment to bankroll the project if it wins the general election. Mr Jack Cunningham, the party's heritage spokesman, said the proposed business plan for the exhibition on the theme of time was flawed and the viability of the scheme was questionable.

TELECOMMUNICATIONS Mobile phone call costs to rise

The cost of calls to One-2-One and Orange mobile phones from the British Telecommunications network is set to rise substantially in February as a consequence of negotiations now being concluded between the three operators. BT's customers currently pay about 16.71 pence (27 cents) a minute at peak rates to call an Orange or One-2-One phone. From mid-February the cost is expected to rise to between 29p and 30p a minute at peak times and 15p to 20p in the evenings.

Share trade rules 'favour big banks'

By John Gapper, Banking Editor

The London Stock Exchange faces strong opposition to its rules on electronic trading of shares, which is due to be introduced next year, on the grounds that they favour large investment banks unduly.

After lobbying by marketmakers such as NatWest Markets and BZW, the investment banking arm of Barclays - draft rules which were published by the exchange in October have been amended to give them more incentive to risk their capital.

London is due to switch to order-driven trading - in which buy and sell orders for shares are executed electronically - for the shares of FTSE 100 companies on October 20. However, banks will trade big blocks of shares separately.

instead offers to match buy and sell trades among customers. The exchange is also thought to have accepted the argument of some large marketmakers that they should not have to take up offers on the public order book when executing big trades of more than six times normal market size.

Watchdog reviews competition policy

By Stefan Wagstyl, Industrial Editor

The Office of Fair Trading, the UK government's competition watchdog, is to consider proposals for strengthening its policy on anti-competitive ties between manufacturers and retailers.

"We are now looking to see how we can incorporate the approach proposed by the authors into our own assessments of vertical restraints. This will, I hope, produce a more systematic and effective application of competition policy in this important area."

company or a few powerful ones. It also points out that retailers as well as manufacturers can dominate markets and abuse their position - particularly in the UK, where supermarkets and retail chains are strong.

The report examines recent Monopolies and Mergers Commission studies of vertical restraints in beer, soft drinks, petrol, motor car distribution and ice cream.

But it calls for a tougher approach towards ties in motor car distribution and ice cream than that followed by the MMC.

Hackers find ways through software firewalls

The raid on the Labour party's Web site highlights a security problem facing many companies

The apparent ease with which a US computer hacker penetrated the defences surrounding the opposition Labour party's World Wide Web site this week serves as a timely reminder that all computer security systems, no matter how sophisticated, can be circumvented by a determined expert.

forming the Internet from a playing thing for academics and "techies" into a valuable communications, marketing and research tool and setting the stage for the emergence of a global electronic marketplace.

proceeds than causing damage or theft. While market surveys confirm that Internet security remains a primary concern for many chief executives when considering setting up a Web site, sophisticated software security packages called firewalls and other techniques for keeping out unwanted visitors have appeared to offer comfort.

into every 30 seconds, and it is not just business computers which are at risk. The Postbag's computer systems were attacked about 250,000 times last year, according to the US defence department's computer security force. Hackers employ a wide range of methods to evade or overwhelm computer security systems.

Another problem for the makers of firewall software is that the software used by hackers themselves is becoming more sophisticated all the time. Programmes such as Satan (Security Administrator Tool for Analyzing Networks) was distributed freely over the Internet last year.

LIFE EXPECTANCY Death rates decline over decade

Unskilled labourers are almost three times more likely to die before the age of 65 than professionals, although mortality rates for all social classes have declined over the past 10 years, a study shows.

TRUCK SALES Second monthly registration fall

Truck registrations plunged heavily for the second month in a row during November following the registration bulge in September ahead of tougher, "Euro 2" exhaust emissions legislation introduced on October 1. A rush to beat the deadline caused registrations of trucks over 3.5 tonnes to leap by 121 per cent, year-on-year, in September.

A FENCE advertisement with an image of a fence and a person.

The MALT advertisement with an image of a bottle of malt.

The MACALLAN advertisement with an image of a bottle of Macallan whisky.

Handwritten text at the bottom of the page.

Large advertisement on the right side of the page, including "Imagine life-t...", "We're committed to making this a re...", "PASTOR M...", "Health bus...", "PASTE..."

Doubt cast over millennium plan



Imagine a world free of life-threatening diseases.

We're committed to making this a reality.

More than one million people are immunized with Pasteur Mérieux Connaught vaccines every day. More than one billion doses are given each year. As a leader in protecting and improving human health around the world, Pasteur Mérieux Connaught is committed to providing the best immunological solutions for the prevention and treatment of infectious diseases and cancers. Crucial to meeting these objectives are our confidence in the dedication of a workforce of more than 5000 employees, our presence in 150 countries strengthened by strategic international alliances, the expertise of our multi-disciplined research teams and major investments in sophisticated technologies. Overall, the same vision that inspired Louis Pasteur continues to inspire us today. Disease recognizes no frontiers. And neither do we. **Committed to protecting life.**

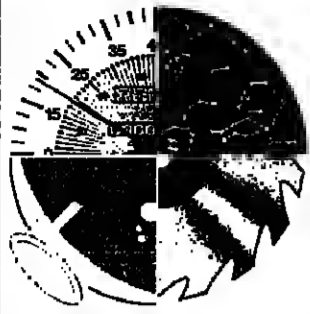
Pasteur Mérieux Connaught and Rhône-Poulenc Rorer together comprise the human health business of Rhône-Poulenc, 7th largest pharmaceutical group worldwide.

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TECHNOLOGY

Worth Watching · Vanessa Houlder



Fabric idea bubbles to surface

A Korean sports equipment manufacturer is using a newly-patented fabric to make ultra-thin, floatable clothing capable of supporting a 21 stone man in water. The fabric, which contains thousands of trapped air bubbles, is 0.5mm thick and can support 4.93kg per square centimetre in water. It is made from low-density polyethylene and a foaming agent, in a process that involves heating, compression and cooling. Weekwang Trading Company is using the material to make lifejackets and clothes for fishing, sailing and mountaineering. Its first product, a fishing suit, will cost \$850; it is available only in South Korea.

Korea International Trade Association: South Korea, tel 35510114; fax 35515248.

Barcodes put in the shade

Some companies print barcodes on documents and letters so they can keep track of them as they are processed and sent to customers. A less obtrusive alternative to the barcode for this type of application has been developed by Xerox and Formscan, an optical recognition equipment manufacturer. DataGlyphs are tiny 45° diagonal lines, each of which represents a single binary 1 or 0 depending on whether it slopes to the right or the left. When they are laid down in groups on a regular, finely spaced grid, they appear on the page as a shaded area. The overall effect resembles the half-tone of a photograph, allowing the lines to be incorporated unobtrusively in a logo. The glyphs, which were

originally developed at Xerox's laboratory in Palo Alto, California, can be read at speeds of more than 20,000 pages an hour. They can also be printed on documents to assist with electronic filing systems. Formscan: UK, tel (0)1373 461446; fax (0)1373 461263.

Drugs delivered more easily

An electronic inhaler that allows drugs to be delivered more easily and precisely could improve the treatment of diseases such as asthma.

The TouchSpray, which was developed by The Technology Partnership, a UK research company, is designed to cut down the effort and co-ordination needed by patients. Instead of using propellants, it has an electronic sensor that monitors the patient's breath. At the right time, it releases a fine spray of droplets that should reach deep into the lungs.

Glaxo Wellcome, the pharmaceutical company, has signed a licence agreement that will give it access to the TouchSpray technology for treatments for asthma and related ailments.

The technology can be adapted for optical, nasal, aural and ophthalmic delivery. It will expand the choice of delivery devices which include nebulisers, dry powder inhalers and propellant-based metered-dose inhalers. The Technology Partnership: UK, tel (0)1763 262826; fax (0)1763 261582.

Ground pollution on the rails

One potential cause of ground or water pollution is oil discharged from trains. 3M, the industrial group, has developed a technique for blocking ground pollution on railway tracks.

The Track Tray contains sheets that repel water but absorb oil discharged from trains. After use, the contaminated sheets can be wrung out. The technology has been tested at an Kretzer maintenance depot, where trays have been laid and monitored. 3M: UK, tel (0)1325 300546; fax (0)1325 305260.

Greenpeace, the environmental pressure group, has got itself involved in a race with the world's car manufacturers for a green car for the 21st century. But while carmakers say that a vehicle capable of travelling 100km on 3 litres of petrol will take years to develop, Greenpeace claims it has already won the race.

It is currently touring Europe's car manufacturers in an attempt to interest them in technology developed for its Smile (small, intelligent, light, efficient) car. The car, which started life as a Renault Twingo, can travel 100km on 3.3 litres, halving the Twingo's fuel consumption and the emissions associated with environmental problems, such as global warming.

The car was altered for Greenpeace Germany by Swiss engineers at an estimated cost of DM2.5m (£970,000).

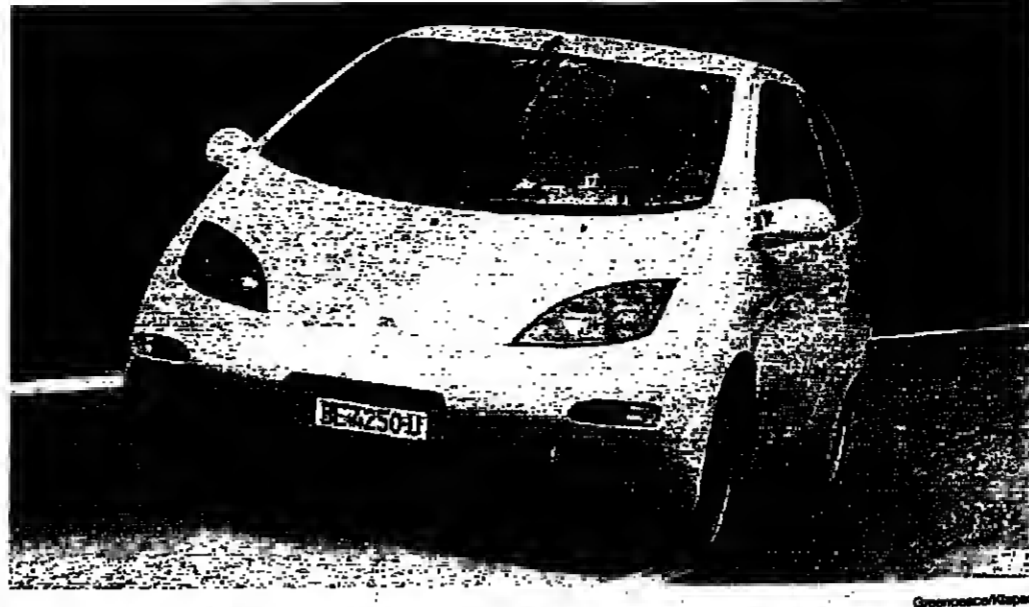
The Smile's busy schedule includes meetings with Fiat this month and Mercedes-Benz in mid-January. December will also see emissions and fuel consumption tests by Swiss vehicle authorities. Greenpeace is offering to lease the technology developed for the Smile to any company which promises to work seriously on it. Greenpeace wants to reserve the right to take the technology elsewhere if no progress is achieved within one or two years.

So far the response from the companies that could put this vehicle on the market has been polite discouragement. "I would say the response has been a bit disappointing," admits Wolfgang Lohbeck, head of Greenpeace's Smile team. "But on the other hand, a decision to build a new car is not taken in a matter of days or weeks."

Industry argues it could produce a similar car any day but that this would not satisfy the budget, comfort, durability, and safety requirements of consumers. It points out that these features have increased cars' weight, offsetting the fuel efficiency gains of the last two decades.

Mercedes-Benz says it will aim to convince the environmentalist organisation that it is already well on the way to success with its planned launches of the A-class car and the Smart. The A-class car, a small Mercedes unveiled this week, consumes 40 to 70 miles per gallon, still well short of the 90 miles per gallon goal.

But the company says the "customer wants a whole car concept of which low fuel consumption is only one part, alongside high



A drive for acceptance: Greenpeace is touring European manufacturers to interest them in technology for the Smile

Greenpeace wants carmakers to take on its designs for a low-fuel vehicle, writes Leyla Boulton

Smile milestone

safety, comfort, and durability". Elsewhere, a deafening silence has met Greenpeace's overtures to Peugeot and Renault of France. Bnt Lohbeck is also eager to explore co-operation with Japanese manufacturers, such as Mitsubishi. Greenpeace's foray into car manufacturing, after its success with an environment-friendly freezer, is part of its attempts to promote solutions to environmental problems. This is inspired by a desire to move away from simply campaigning against problems, without necessarily forsaking the direct action for which it is famous. Greenpeace secured its offer of "high-level talks" with Mercedes-Benz after scaling the company's headquarters.

The move also underlines a suspicion by Greenpeace that the industry is sitting on solutions that are against its vested interests. This is vehemently denied by Volkswagen, the first car manufacturer to set itself the goal of developing a 3 litre car. But Dietrich Meyerdiels, head of environment and transportation at Volkswagen, Europe's biggest carmaker, says the Greenpeace vehicle has "nothing to do with mass production". Greenpeace in return dismisses Volkswagen's reliance on diesel

engines as "an energy-saving tool", and points to the company's slowness in developing the 3 litre car. More than such polemics, the challenges facing Ford in bringing its Ka Step 1 car to market may help to illuminate the difficulties facing the Smile. Ford says the Ka Step 1, unveiled last month, achieved 90 miles a gallon - close to 8 litres per 100km - on a rigorous new European Union fuel cycle. But Richard Parry-Jones, vice-president of Ford's global small to medium vehicle centre, says it "would not be affordable to most people, and we could sell [it] only in a very limited volume".

Yet Greenpeace claims its car really does offer something new. It has a supercharged, horizontally opposed two-cylinder four-stroke engine, of 380cc and putting out 55 horse power. The stress implied in this combination prompts Meyerdiels to liken the Smile to a Formula One racing car. The car is 196kg lighter than a standard Renault Twingo, with the engine alone weighing 80kg less.

Greenpeace says one problem with most cars is that they are still built with a view to maximum acceleration and high

speeds, although "in reality cars are generally used in city traffic where performance requirements are low".

Responding to companies' accusations that it is not making the car widely available for independent testing or that the car would fail a crash test, Greenpeace points out that it has just the one car.

Tests to be conducted by Swiss authorities later this month should shed more light on this unique car which has already travelled 100,000km.

Excepting a surprise deal to market the technology, however, the Greenpeace Smile is more likely to spur car manufacturers further and faster along the route they are already travelling independently.

"It is important that somebody should show what is possible," says Lohbeck. But that will not be enough for Greenpeace, which has already said that "3 litres of petrol are 3 litres too many". It argues that fossil fuels must be dispensed with "completely" as soon as possible.

But in the name of its new-found pragmatism, Greenpeace accepts there are still only "niche markets for solar and electric vehicles" even in Germany, home of the first people's car and one of the greenest markets.

Test speaks volumes

With Christmas coming, increased attention will soon be paid to drinking drivers, and the breathalyser teams will be busy. But blowing into a bag and giving blood samples may become redundant if a novel speech analysis system reaches the roadside.

Researchers at the Georgia Institute of Technology in Atlanta are working on a digital analysis technique aimed at turning a recording of slurred speech into a simple test for drunkenness.

They are studying what happens to speech patterns when affected by alcohol consumption, and how this can be detected and digitised for computer analysis.

During normal speech, air passes from the lungs to the vocal cords; it is then shaped into sounds by part of the vocal tract, including the tongue, teeth and lips. The puffs of air produced by the opening and closing of the glottis during speech are called glottal excitation waveforms.

This waveform is important in the subtle differentiations in speech; differences can be detected between the waveform for normal speech and for that of someone who has been drinking excessively.

Tests indicate that intoxication causes jumpy changes in pitch and energy production with unsteady opening and closing of the vocal cords. A suspect driver's speech would be recorded at the roadside and compared with a sample recording taken when the driver had not consumed alcohol.

The system could be used to test aircraft crews, train drivers or other operators of machinery. In these cases speech would be compared with previous recordings.

The researchers are comparing their results with other factors that affect the way speech is perceived, including speech defects, colds, diseases and injuries.

Michael Sibley

Nigel Andrews
Spots knocked off the opposition

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COMMENT & ANALYSIS



Peter Martin

Branded by success

Companies would be wiser to spend their extra cash on marketing than on technological research, a US study on personal computers suggests

Who is more important to the company: the marketing director or the head of research and development? To put it another way: in a business downturn should you slash the advertising budget or shut the labs?

Trajtenberg - make the most of their opportunity. When the 386 chip was launched by Intel, exploiting it to build a new generation of PCs required considerable technical skill. PCs based on the new chip were also much more expensive than ones based on its predecessor, the 286. So the two generations of machines co-existed for a while.

Although there are now many established suppliers of branded PCs, the authors judge that in the late 1980s only IBM, Compaq, AT&T and Hewlett Packard had brand names.

● Branded/frontier - such as the 386 PCs made by Compaq and IBM, selling in 1988 at an average price of \$7,577 (\$2,620).

such as the 386s made by small high-tech manufacturers, selling at \$5,130. ● Branded/non-frontier - such as the 286 machines made by AT&T and Hewlett Packard, selling at \$2,924. ● Non-branded/non-frontier.

The NBER authors apply elaborate statistical analysis to the sales of over 120 makes and models of PC in 1987 and 1988. They come to two main conclusions. First, they say, competition in PCs was "largely localised within clusters". In other words, new entrants could expect to take market share from within the cluster they were targeting but would have little impact on the sales of companies in other clusters.

and design - some of which, at least, is technology-related. What is more, being a technology leader can itself be a powerful reinforcer of brand identity. Compaq's ability to take market share from IBM in the branded/frontier cluster was closely linked to the sense among influential consumers that Compaq had wrested technological leadership from IBM. It was not just that the machines were better; the brand was also better because Compaq was now setting the technological pace.

Still, there are some potentially powerful lessons for all companies in this study. The first is that markets may be more segmented than you think. This has clear implications for product and pricing strategies. For example, if you are subject to competition from adjacent clusters - but it also has drawbacks. You may find yourself confined to a small and unprofitable cluster, unable easily to break out into the lucrative clusters next door.

Before you sack the people with the plastic pocket protectors and bus in a load of marketeers with red socks, a word of caution. Brand-building is only partly about advertising. It is also about delivering on the promise the advertising holds out. That means spending on service, support



THE CASTLE OF LIES: Why Britain must get out of Europe Christopher Booker and Richard North. Duckworth, 244pp, £8.95

Flawed exposé of EU nonsenses

This latest offering from the Booker-North team continues its unique service to the construction of the European Union. In the absence of effective scrutiny of EU legislation, Booker and North expose some of the nonsenses of drafting and enforcement. Their credo is that a "System" called "Brussels" imposes on member states and their businesses a hureaucratic framework which is divorced from the real world.

The catalogue of silliness should be Christmas reading for all practitioners - even though they are beyond redemption, according to the authors. But the services Booker and North render would be improved if they had the faintest notion of how "Brussels" works. They would not be obsessed by such fantasies as officials in DG II (the directorate general for economic and financial affairs) who are determined to "push through" a new company law on takeover bids, among the "diktats passed down from Brussels".

Booker and North predictably invoke Kafka, Orwell and Burke. But they miss Burke at what for them is his most apt, and for us is a timely reminder: "The age of chivalry is gone. That of sophisters, economists and calculators has succeeded; and the glory of Europe is extinguished for ever."

RECRUITMENT OF CONSULTANTS FOR THE PRIVATISATION OF PUBLIC SECTOR ENTITIES

Privatisation Commission plans to undertake the privatisation of entities in (a) the banking and financial; (b) oil and gas; (c) power; (d) telecommunications; (e) infrastructure; (f) industries; and (g) transport sectors. The Commission has reorganised its professional resources, and is looking for individuals with outstanding qualifications and experience to spearhead the privatisation efforts, for these senior-level positions.

The candidates for these positions in different sectors are expected to possess preferably a Ph.D. degree in the relevant discipline, with a strong background in development finance or economics. These positions require extensive hands-on professional experience in the respective areas, in the fields of restructuring, privatisation, reforms, investment planning, banking, development finance, and sector regulation. Preference would be given to Pakistani nationals, having practical experience of privatisation gained in international organisations.

The works entail, among other things, the following: (a) implementing the privatisation programme of the government, with regard to the restructuring and privatisation of public-sector entities; (b) liaison with the Financial Advisers/consultants and government officials in facilitating the completion of the transaction; (c) assisting in the process of financial, technical and legal due diligence, and in the structuring of the transactions; (d) assisting in the creation/development of the enabling environment; (e) Preparing summary reports and recommendations/plans/strategies for consideration and approval of the government; and (f) responsibility for all other activities related to the smooth and orderly completion of the transactions.

Privatisation Commission provides a professionally challenging environment, and task-oriented persons willing to work under a demanding time-schedule are encouraged to apply for the above position. A one-year contract would be offered initially with a strong possibility of extension. Renumeration will be offered which will be commensurate with the experience and qualifications of the selected candidates.

Interested applicants should submit applications, along with a copy of the CV, to the Secretary, Privatisation Commission, EAC Building, 5-A, Constitution Avenue, Islamabad, latest by December 22, 1996

LETTERS TO THE EDITOR

Route to motoring in harmony

From Mr Karl E. Ludvigsen, Sir, Observer commented cogently on the way in which Bob Lutz as president at Chrysler agreed to work under Bob Eaton as chairman and thereby helped build one of the most effective auto-company management teams of the 1990s ("Motoring on", December 11). Surely there must be a lesson here for the Daimler-Benz supervisory board in the run-up to the company's

January 23 meeting concerning the proposed merging of Mercedes-Benz with D-B? With an astonishing and revolutionary series of innovations, Mercedes' Helmut Warner has proved himself a first-class product man in the Lutz style. Yet he seems to be the older manager whom D-B chairman Jürgen Schrempp would like to see derailed so Schrempp can be in sole command of a re-emergent company. It will be

the responsibility not only of the supervisors but also of Schrempp himself to find a Chrysler-like solution that can keep two capable and complementary drivers at the wheel of Daimler to help it motor strongly through a critical period of change.

Karl E. Ludvigsen, chairman, Ludvigsen Associates, 73 Collier Street, London N1 9BE, UK

Senator ably qualified for the job

From Mr Christopher Dreyfus, Sir, While in Washington last week, I was astonished to read Jurek Martin's analysis ("Clinton team short on global vision", December 6) of President Clinton's new foreign policy team. I do not know in which circles he moves, but comments such as "short on vision", "disappointment" and "disaffection" made me wonder if I was in Washington at all. His comments about Republican Senator William Cohen were rather odd. Acknowledging that "he knows defence well as a longstanding member of the

Senate's armed services and intelligence committees", he nonetheless added that "his reputation rests more on a handful of spy novels he has written than on his services as a defence theorist" - as if that were some panacea for attaining high office. (How many of those who eventually became secretary of defence could Mr Martin name as having achieved such a reputation?) The point is that Senator Cohen was chosen not for the spy novels he's written, nor for his dissertations on defence theory, but for his reputation as one of Capitol Hill's most knowledgeable

and experienced members who has spent 24 years in Congress. It should be noted that his experience also includes the chairmanship of the subcommittee on sea-power, and he is a member of the air/land subcommittee, the subcommittee on strategic forces and the subcommittee on readiness. He also brings his vision of the reforms required to give forces a range of options regarding flexible responses and greater mobility. Christopher Dreyfus, Flat 3, 90 Onslow Gardens, London SW7 3BS, UK

Vertical rather than horizontal integration

From Mr Mark Moran, Sir, I was surprised to see Lex refer to the integration of brewers and public houses as a form of horizontal integration ("Trouble brewing", December 10). Such integra-

tion represents an amalgamation of different stages of the supply chain. As such, it represents a form of vertical integration requiring different benchmarks to measure its

market power and economic size. Mark Moran, 47 Wellington Buildings, Wellington Way, London E3 4NA, UK

When safe is not wholly safe

From Mr Peter Rowbrey-Evans, Sir, Your leader "Of genes and false beans" (December 6) uses the argument that if a government authority considers something entirely safe for people to eat, it must be entirely safe to eat; and, consequently, any reluctance to eat the product is due to inadequate public education.

Have we learnt nothing from the BSE fiasco? Did not the government and its scientific advisers originally reassure the country that beef was entirely safe to eat, but are now not so sure that it was. Because I am privileged to be reasonably well educated in general science and mathematics I realise that when a government representative says something is safe, what is meant is that there are considered to be no significant indications to the contrary. It does not mean something is in fact safe. By not labelling all products containing, or possibly containing, genetically modified food the public are being denied a key choice.

On second thoughts, your leader was right: there should be better public education, but by school teachers and not by certain politicians and industrialists. Peter Rowbrey-Evans, 30 Lynton Road, West Hampstead, London NW6 1HY

Oxford already showing management studies commitment

From Mr A. Hopwood, Mr R. Knight and Mr C. Mayer, Sir, in their article "Dons in high dudgeon" (December 7/8), Richard Wolfe and Della Bradshaw describe how the Oxford School of Management is currently sited in the Radcliffe Infirmary. What they do not mention are the extensive facilities available to management students at Oxford both within the Radcliffe Infirmary and at Templeton

College. Within the Radcliffe Infirmary, the university has created a suite of lecture, seminar, IT and common rooms, incorporating some of the most advanced teaching facilities, specifically dedicated to MBA students. Other postgraduate students and executives on short courses have access to high quality teaching and library facilities at Templeton College, which is set in a tranquil 37-acre wooded site.

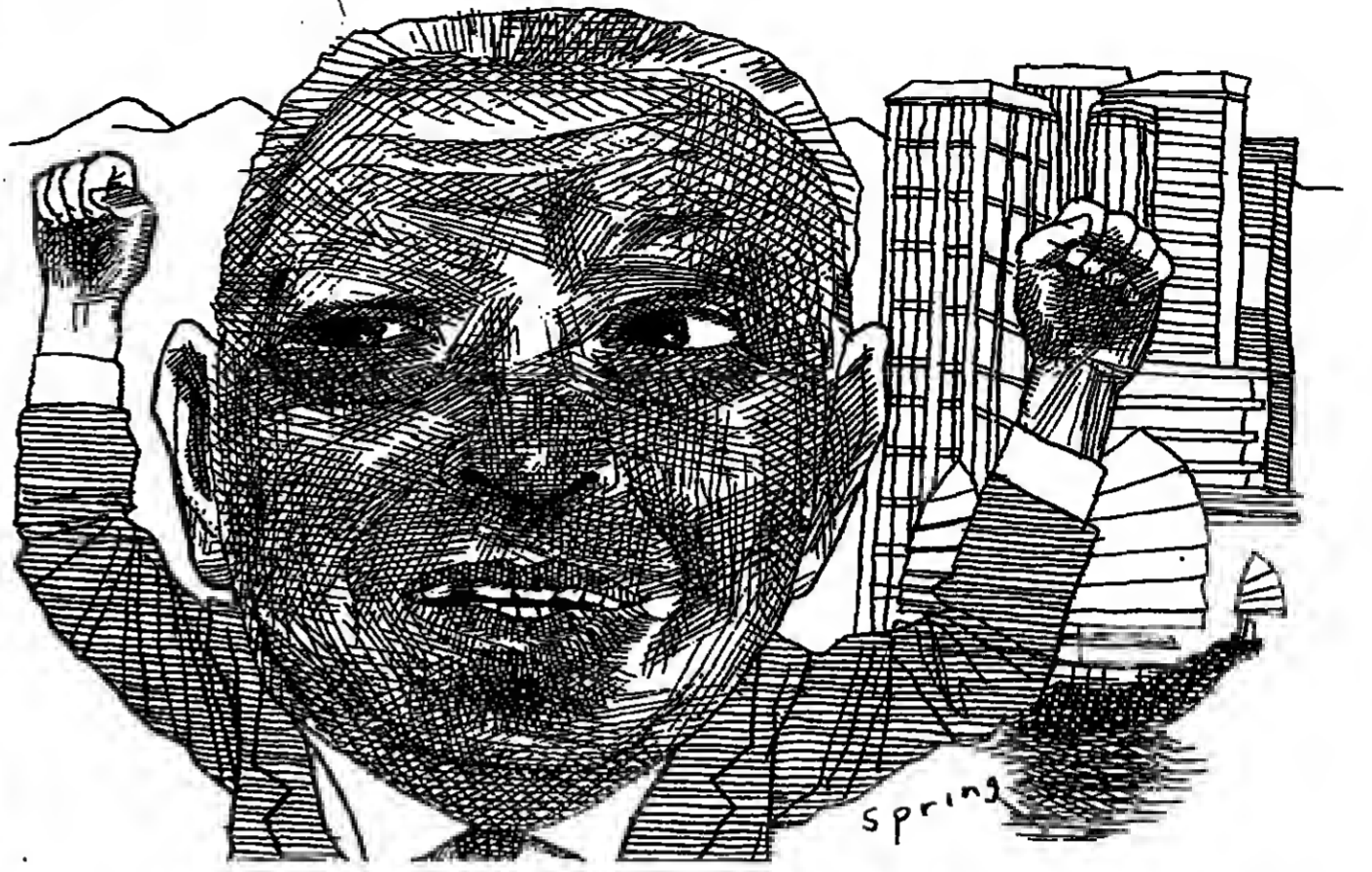
This is part of a carefully planned development involving the establishment of the new MBA and postgraduate research degrees prior to a move to the new business school in the centre of Oxford, and the expansion of the thriving Oxford executive education programmes at Templeton College. The university and the college are investing substantial amounts in the provision of these facilities which is

indicative of their commitment to the further development of management studies at Oxford. Anthony Hopwood, director of the Oxford MBA, Rory Knight, Dean of Templeton College, Oxford, Colin Mayer, acting director, School of Management Studies, University of Oxford, UK

COMMENT & ANALYSIS

Into uncharted territory

John Ridding looks at the daunting challenge facing the shipping tycoon selected as Hong Kong's first post-colonial governor



FINANCIAL TIMES
Number One Southwark Bridge, London SE1 9HL
Tet: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Thursday December 12 1996

Dublin à la carte

Proliferating clichés about hours of truth and moments of decision are the surest indicator that Europe's interminable constitutional debate is reaching another climax. In fact the endgame is not tomorrow's European Union summit in Dublin but June 1997 in Amsterdam...

the position of the bigger member states; some expansion of areas covered by qualified majority voting; a streamlining of the Commission; and an effort to clarify in which policy areas a more flexible approach to integration might apply.

Two broad observations occur. First, the EU is at one in its wariness of sweeping constitutional change so soon after the Maastricht ordeal.

There is one big problem. Serious institutional negotiations cannot be joined while one member - Britain - refuses to contemplate any extension of majority voting. Hence the June 1997 deadline, conveniently after British elections that must be held by May.

Second, great uncertainty still surrounds the issue that was supposed to be the central purpose of the IGC: reforming the EU's institutions to prepare them to take in members from central and eastern Europe.

That will not be easy. Mr Tung must establish his authority with Beijing while critics in Hong Kong question his ability to stand up for the autonomy promised to the territory in Sino-British handover treaties.

Frowning beneath his distinctive grey crew cut, Mr Tung Chee-hwa, the shipping tycoon, dismisses Hong Kong's doubters. "No one ever won by betting against Hong Kong," he says. "We have faced many crises and been written off many times. But each time we have come back stronger."

"We have to preserve our lifestyle," he says. "That is the responsibility of the chief executive. That means freedom of thought, freedom of capital and freedom of the press. The rule of law will be maintained, he promises, as will the battle against corruption, one of the main concerns in Hong Kong ahead of the handover."

to China, Mr Tung argues. This, he says, gives weight to Beijing's pledge to honour the territory's autonomy.

Coaxed into sparing some of his business time to join the inner cabinet of Mr Chris Patten, the present and last British governor, the shipping chief is a familiar and respected figure among officials of the present administration. A member of the territory's powerful Shanghai-based business community, he is also well connected with the territory's influential tycoons.

Other problems are stacking up. China plans to amend the territory's Bill of Rights, while Beijing and London are at odds over proposed legislation on subversion, which will set the limits for freedom of expression.

Paying the price

In censuring Mr David Willetts, the paymaster general, the House of Commons committee on standards and privileges has taken a small step towards restoring confidence in parliament's capacity for self-regulation. Of itself, however, this is not enough to persuade a sceptical public that MPs are to be trusted to sit in judgement on their peers.

There is, though, a danger in such mitigation. The very fact that colleagues suggest his only crime was to get caught is evidence of a damaging complacency about the proper conduct of MPs. That Mr Willetts was far from alone in thinking it was acceptable for a party whip to intervene in a quasi-judicial investigation is hardly a justification for his actions. Wrongdoing cannot be condoned because it is widespread.

The committee, a creation of Lord Nolan's investigation into standards in public life, intimidated that Mr Willetts, then a junior whip, had improperly sought to influence an investigation into a fellow Tory MP. Its report does not accept his evidence as "accurate". Dismissing had substantially aggravated the original offence. Voters may conclude that while the MP's action owed much to naivety his explanation owed more to sophistry.

There is a particularly important moment for parliament. Public faith in its integrity is at a dangerously low ebb. If the post-Nolan system is not seen to work, demands for judicial oversight of MPs will become unanswerable. For this reason, Mr Willetts is wise to accept he should pay a price for his misdemeanour. It would have been better had the committee suggested such a penalty. Sadly its commitment to a cross-party consensus did not extend that far.

Facing the past

The draft declaration published by the German and Czech governments this week is intended to draw a line under their traumatic past. Its focus is on the Sudetenland, the formerly German-settled borderlands of Czechoslovakia which were invaded by Hitler as the first act in his occupation of the entire country. Until now, all attempts at reconciliation over the disputed territory had failed to produce agreement on the treatment of embittered former inhabitants who were expelled after Germany's defeat.

accelerated the integration of a defeated Germany into Nato and encouraged it to become a founder member of the European common market. In this way former enemies came to terms with their recent past and built a more peaceful and cooperative future. Central Europe had to wait until the end of the cold war before its fragile new democracies could start to confront the bitter legacy left by both Nazi and Soviet occupation.

The agreement, which took two difficult years to draw up, is a compromise which fully satisfies neither side. The problem is that many Czechs feel little desire to apologise to the successors of a state whose army crushed their new-found independence in 1938. On the other side, many politically influential Sudeten Germans, forced to abandon their homes and farms in 1945, continue to demand compensation and the right to return. Behind Czech doubts lie deeper fears over their ability to preserve the identity and independence of a small Slav country on the borders of German-speaking Europe.

Problems are brewing on another front too. Bjerregaard has fired three members of his cabinet, including the sole non-Danish in her entourage, thereby flooding the Brussels convention with commissioning empty at least one "foreigner". Word has it that she plans to get

Mr Tung readily admits his conservative political instincts. An admirer of Mr Lee Kuan Yew, Singapore's paternalistic elder statesman, he says democracy in Hong Kong should proceed one step at a time. Although he supports the ultimate objective of universal suffrage for the territory's legislature, he wants a gradual timetable. "Order and stability create prosperity," he says.

- Tung Chee-hwa
1937 Born in Shanghai
1949 Family moved to Hong Kong. Educated in China, Hong Kong and the UK
1968 Returned to Hong Kong after living in the US for 19 years where he worked for General Electric and the family shipping business
1982 Took charge of Orient Overseas on the death of his father and founder of the group, Mr Tung Chee-yung
1983 Orient Overseas suspends payment of its loans
1988 Financial restructuring, including an investment of US\$120m, partly backed by China
1992 Appointed Hong Kong affairs adviser by China
1992 Appointed to Hong Kong Executive Council by Mr Chris Patten, governor
1993 Appointed to the Egan Chinese People's Political Consultative Committee
1995 Appointed vice-chairman of the Preparatory Committee, the Beijing-appointed body overseeing the handover
1996 Steps down as chairman of Orient Overseas (November)
1996 Wins majority in preliminary ballot for post of chief executive

OBSERVER

Trapped in Brussels

These are testing times for tough-talking EU environment commissioner Ritt Bjerregaard, best remembered for her threat last year to publish a "meet-and-tell" diary revealing sordid truths about political life in Brussels. The former Danish politician has the delicate task of explaining to the powerful green lobby why the Commission's efforts to ban inhumane animal trapping are in such a mess. Earlier this week environment ministers threw out a carefully crafted deal struck between Commission negotiators and the Canadians and Russians, two of the biggest trapping nations.

Cheap talk

Even the persuasive powers of Yves-Thibault de Silguy, the EU's crusading monetary commissioner, are not enough to convince his countrymen that a single currency is a good idea. At the start of a French radio debate this week between De Silguy and Jean-Pierre Chevènement, the anti-Emu former defence minister, listeners were invited to indicate whether or not they supported monetary union. The result: a resounding 87 per cent non. After an hour of debate, a further telephone poll found De Silguy had reduced the anti to 73 per cent. Give De Silguy another nine hours and perhaps he could have persuaded the rest. Then again, after a few more hours of talk about Emu, perhaps listeners would say out to anything.

Thin air

Yesterday's strike by public sector unions did not dampen spirits at Madrid's Barajas airport, where services actually seemed to improve. Stoical travellers have endured delays at Barajas for weeks - the official excuse is air traffic congestion - with chaos on Tuesday night when a construction crew drilled into a 15,000 volt cable. The resulting short circuit caused a four-hour suspension of services.

Over the hump

The Arab world has a new superhero in the shape of Camel Zarif, a cartoon character described by his creator as music loving, with overgrown nostrils and twinkling eyes. The one-humped ruminant was chosen from more than 350 entries in a competition organised by the Arab Council for Youth and Development. "The camel symbolises patience, intelligence, kindness, goodness and resistance," says his creator Abdel Salam, a graduate of the cartoons department at Cairo University. Move over Ninja Turtles.

100 years ago

An Impertinent Demand
The composers of Monte Video have been indulging in a strike, and so far as we can gather they commenced operations in a very characteristic way. They circled the employers informing them that the association has sanctioned a general increase in salaries varying from 12 to 30 per cent. Strangely enough, this "sanction" was not recognised by the masters, who arrived at the conclusion that to yield to this impertinent demand would be a fatal submission of authority and would place the entire mercury of the operatives. As a result of this dispute the "Monte Video Times" and other papers were compelled to suspend publication.

50 years ago

Silver Floods U.S. Market
The U.S. silver market is being called on to take large hocks of foreign metal at a rate greater than it can absorb. Foreign silver is being offered here even though the metal commands higher prices in other markets, apparently because the sellers want the dollars. Offers of silver are coming from Spain, India, China the Near East and London. Russian silver, too, is on the market in the U.S.

"The key to success is your passion." KAZUO NAMORI, founder of Kyocera KYOCERA

FINANCIAL TIMES COMPANIES & MARKETS

Thursday December 12 1996 Week 50

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IN BRIEF

Banks in \$1.3bn Italian financing

Banks completed Italy's largest private financing for an industrial project, a \$1.3bn loan for the country's biggest integrated gasification and combined cycle power plant...

Threats against Stadshypotek recede The Swedish government appears to be backing away from implied threats to oust the board of Stadshypotek, Sweden's biggest mortgage bank...

MTU München and Volvo to co-operate Daimler-Benz Aerospace, a subsidiary of Germany's Daimler-Benz Aerospace, is to collaborate with the aerospace division of Volvo...

Airtours profits show 46% rise Airtours, the rapidly expanding package holiday company, signalled that the UK holiday market had bounced back after last year's depressed conditions...

Dutch solve 'missing' copper puzzle The Netherlands' Statistical Office (CBS) admitted that its data on the flow of copper to and from Rotterdam were flawed...

Companies in this issue: AEA 14, AFT Industries 19, Airtours 20, Alexander & Alexander 16, Alpha Credit 14, American Airlines 14, Ampol 4, Aon Corp 15, Appletfields 26, Argentaria 16, Austral Coal 26, Avon Rubber 20, BPI Capital Finance 24, BT 8, Banco Portugues 24, Bank Austria 16, Banque Liberale 16, British Airways 16, British Gas 6, British Sugar 20, Caradon 8, Carrefour 14, Ceps 5, Cofir 16, Coolson 20, Crédit Local de Fr 24, Creditanstalts 16, DB Group 19, Dasa 17, Disney/ABC Int'l 17, Fidelity Investments 16, GE Capital 16, General Motors 1, George Williamson 19, Gold & Mineral 6, Green Tree Receivable 24, Hanson 18, Hoechst 17, Inra 16, In 16, Jeff de Bruges 20

Market Statistics: Annual reports service 30-31, Benchmark Govt bonds 24, Bond returns and options 24, Bond prices and yields 24, Dividends announced, UK 26, EMS currency rates 24, Eurobond prices 24, Fixed Interest indices 24, FTSE-100 World Index 24, FT Gold Mines Index 24, FT/MSA Int'l bond ave 24

Chief price changes yesterday: Frankfurt (Dax), Paris (CPI), London (FTSE-100), etc.

France's largest grocery retailer moves to forge link with Cora supermarket chain

Carrefour buys 33.3% stake in rival

Carrefour, France's largest grocery retailer, yesterday paid an estimated FF4bn-FF5bn (\$700m-800m) for a 33.3% stake in GMB, a family holding company that controls rival supermarket group Cora...

The manoeuvres have left Tesco, the UK supermarket chain, in a difficult position. The Cateaux chain that it acquired in northern France in 1992 needs a partner, analysts believe, and Tesco considered a link with Doicks de France before Auchan pre-empted it.



Centre of attraction: Tokyo Disneyland has been packing in crowds and making robust profits since it opened in 1983

Oriental Land shares soar on debut

Operator of Tokyo Disneyland rises 9.5% after public offering. Shares in Oriental Land, the operator of Tokyo Disneyland, rose nearly 9.5 per cent against a falling market on their first day's trading on the Tokyo Stock Exchange.

Argentaria to restructure balance sheet

Argentaria, the partly state-controlled Spanish banking group, plans to use almost half its expected pre-tax earnings to restructure its balance sheet, in what Mr Francisco Gonzalez, chairman, yesterday called a "drastic change" in accounting practices.

Aon's deal creates world's largest insurance broker

Aon Corporation of Chicago is to buy Alexander & Alexander Services of New York, creating the world's largest insurance broker, the companies announced yesterday. The deal is valued at about \$1.35bn.

Advertisement for ELOX desktop computer. Features: TODAY'S DESKTOP. TOMORROW'S TECHNOLOGY. Includes a list of specifications and contact information.

Hanson rules out Eastern sale

Hanson, the conglomerate in the throes of a five-way demerger, yesterday ruled out a trade sale of Eastern Group, the UK arm of its soon-to-be-dissolved Energy Group.

COMPANIES AND FINANCE: EUROPE

Reprisal threat to Stadshypotek recedes

By Greg McIvor in Stockholm

The Swedish government appeared last night to be backing away from implied threats to oust the board of Stadshypotek in reprisal for the mortgage bank's acceptance of a merger offer by Skandia, Sweden's leading insurer.

The state's holding, carrying a market value of SKr7.5bn (\$1.1bn), has until now been controlled by a state foundation, Stadshypotekskassan. The government today assumes full rights over the stake, handing Mr Asbrink his first opportunity to launch a no-confidence motion.

Doubts had grown over the efficacy of a no confidence motion, which would have clouded the auction process and was opposed by Sweden's small shareholders association, Aktiespararna. Observers in Stockholm believe prospects are receding for a rival bid which would offer a substantial premium to Skandia's. The Skandia offer values Stadshypotek at SKr20.8bn, against its SKr22.7bn market value.

Ericsson said yesterday this was "only a strong preference, not a prerequisite". It has emerged that three Swedish banks - Svenska Handelsbanken, Föreningsbanken and Swedbank - had planned a joint bid for the state's 34 per cent holding in Stadshypotek. However, the consortium broke down shortly before the government's deadline last Monday for initial bids.

Stadshypotek said it had received no contact from any potential bidder and reiterated it was open to other offers apart from Skandia's. Stadshypotek shares fell SKr1.60 to SKr182, while Skandia's stock was steady at SKr186.

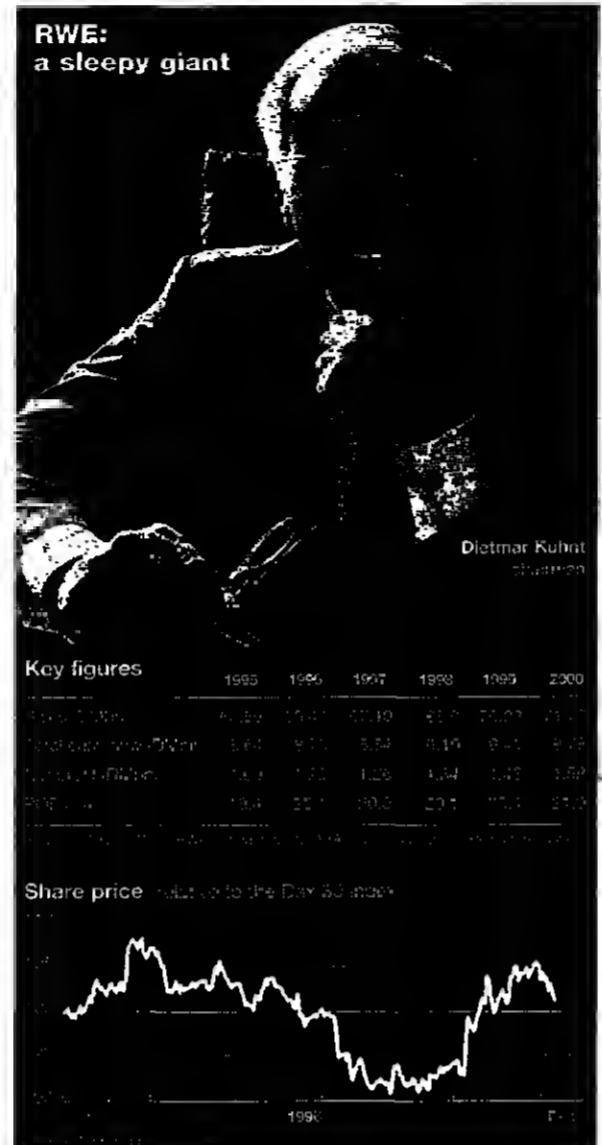
RWE plots a victory at municipal politics

Public-sector masters must go in the interests of shareholder value, says Michael Lindemann

The 4,000 or so shareholders who normally attend the annual general meeting of RWE, the German industrial conglomerate, will file into an Essen conference centre this morning expecting a long day. Green shareholders have tabled about 20 motions forbidding the company from transporting electricity from nuclear power plants across its grid. Others have demanded that all electricity cables be removed from the vicinity of kindergartens because of fears over the possible effect on children.

A subject likely to be noticeable for its absence, however, and one which may give Mr Dietmar Kuhn, RWE chief executive, a far bigger headache than noisy environmentalist shareholders, is the 70 or so municipalities which own 29.3 per cent of the Essen-based group but control 58.9 per cent of it through their multiple voting rights.

A solution is possible, he has indicated. But buying out the VKA's multiple voting rights could cost DM22m (\$12.8bn). RWE has winced at that price although analysts say the group's very large cash flow would enable it to engineer a deal. How the municipalities themselves will behave is unclear. "A large number say 'absolutely no way' while another element says they could really do with the money," says Mr Walter Kivit, VKA manager.



Key figures: 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000. Share price: 180, 190, 200, 210, 220, 230, 240, 250, 260, 270, 280, 290, 300.

Veba has the upper hand, says Ms Isabelle Hayen, an analyst at US investment bank Goldman Sachs. "There is an explicit commitment to shareholder value at Veba."

Fund set up for SE Europe ventures

By Karin Hope in Athens

Greece's Alpha Credit banking group has launched a \$30m closed-end fund to provide equity financing for joint ventures and private companies in Romania and other south-east European countries making the switch to a market economy. The Danube Fund is being managed from Athens in order to take advantage of a keen appetite among Greek companies for expansion into neighbouring markets.

He said \$15.8m had already been committed by Greek and international investors, with the remaining funds due to be raised by June 1997. The European Bank for Reconstruction and Development will take a 20 per cent stake in the fund, making an initial commitment of \$3m.

EUROPEAN NEWS DIGEST

Bank Austria confirms bid

Bank Austria, the country's biggest bank, confirmed yesterday it would bid for control of state-owned Creditanstalt, its main rival. The decision makes more likely the creation of a powerful European regional bank from the Austrian government's efforts to privatise the country's most famous bank.

General Electric Capital yesterday agreed to buy a parcel of 127 non-performing property loans with a book value of FF1bn (\$193m) from Crédit Lyonnais via the Consortium de Réalisation (CDR), which was set up to sell the state-owned French bank's non-bank assets.

Amsterdam Exchanges (AEX), the product of a merger from January 1 between the Dutch stock and options markets, expects F1.1bn (\$811m) profit in its first year on a share capital of F1.10bn, the two entities told their first combined press conference yesterday.

Banque Libanaise pour le Commerce, Lebanon's thirteenth-largest bank with total assets of L6220bn (\$989m) at the end of 1995, yesterday completed a \$60m capital increase, consisting of \$40m of global depositary receipts and \$20m of shares to be listed on the Beirut stock exchange.

Lebanese bank raises capital. Banque Libanaise pour le Commerce, Lebanon's thirteenth-largest bank with total assets of L6220bn (\$989m) at the end of 1995, yesterday completed a \$60m capital increase, consisting of \$40m of global depositary receipts and \$20m of shares to be listed on the Beirut stock exchange.

Iri to sell M-way toll group. Iri, the Italian state holding company, plans to privatise Autostrade, its motorway toll group, by next June and has taken the company directly under its control in preparation.

Pharmacia plans R&D centre. Pharmacia & Upjohn, the Swedish-American drugs group, yesterday announced plans for a new research centre in Stockholm which is estimated to cost approximately SKr1bn (\$147m).

Mannesmann unit bullish. Mannesmann Mobilfunk, the telecommunications subsidiary of Mannesmann, said it expects full-year sales to rise 54 per cent, from DM2.7bn a year earlier to DM4.2bn (\$2.7bn). "Earnings in the period will reflect sales development," the company added.

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com.

We would like to thank the hundreds of institutional clients and the following participants for making Salomon Brothers' Fifth Annual Global Telecommunications Conference an overwhelming success.

- Aerial Communications, AirTouch Communications, AT&T, Avastel, Bell Atlantic, BCE, BCE Mobile Communications, BellSouth Telecommunications, British Telecom, Brooks Fiber Properties, Cable & Wireless, GANTV, Cincinnati Bell, COFETE/SCT, CommNet Cellular, Compañía de Telecomunicaciones de Chile, Energis, Esprit Telecom, European Commission-DGXIII, Federal Communications Commission, Frontier, Globalstar Telecommunications, Grupo Iusacell, GTE, Hughes Telecommunications & Space, ICG Communications, International CableTel, International Finance Corporation, MCI Communications, McLeod, MFS Communications, MidCom, Mobile Telephone Networks, Nextel Communications, NEXLINK, NYNEK, Omnipoint Communications, Omnitel Pronto Italia, ORBCOMM, Orion Network Systems, Pacific Bell, Pacific Gateway Exchange, Paging Network, Palmer Wireless, PrimeCo Personal Communications, RSL Communications, SBC Communications, SmarTalk Teleservices, SNET, Sprint, Sprint Spectrum, Telco Group, Telecom Argentina, Telefonos de México, Teletop, Tel-Save, 360° Communications, United States Cellular, Vanguard Cellular Systems, Viatel, Western Wireless Corporation, WorldCom.

December 2-4, 1996 Salomon Brothers

Fidelity biggest buyer of Cerus' Cofir shares

By Tom Burns in Madrid

Fidelity Investments, the big US mutual fund, revealed yesterday it had been the biggest purchaser in last week's \$124m sale of the controlling stake in Cofir owned by Cerus, Mr Mario De Benedetti's French holding company.

The US fund informed Madrid's stock market regulator that it had bought 4.3m of Cerus' Cofir shares, a total which represents an investment of \$13.2m according to the sale price and accounts for 5.15 per cent of Cofir's total equity. Cofir, which was launched by Mr De Benedetti in 1987 posted net profits of Pta1.6bn (\$122m) last year. Fidelity was the only one of 75, mostly UK-based, institutions which took part in the purchase of Cerus' 48 per cent stake in Cofir, to inform the regulator that it had bought shares in excess of 5 per cent, the threshold for disclosures of stock acquisitions.

INVECO LUXEMBOURG S.A. Société Anonyme 11, Boulevard Grand-Duchesse Charlotte L-1311 Luxembourg

Pharmacia plans R&D centre

Pharmacia & Upjohn, the Swedish-American drugs group, yesterday announced plans for a new research centre in Stockholm which is estimated to cost approximately SKr1bn (\$147m).

Mannesmann unit bullish

Mannesmann Mobilfunk, the telecommunications subsidiary of Mannesmann, said it expects full-year sales to rise 54 per cent, from DM2.7bn a year earlier to DM4.2bn (\$2.7bn). "Earnings in the period will reflect sales development," the company added.

£100,000,000 DOMUS MORTGAGE FINANCE NO.1 plc Mortgage Backed Floating Rate Notes due 2014

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COMPANIES AND FINANCE: EUROPE

Volvo and Dasa agree aero-engine link-up

By Greg Mcivor in Stockholm

MTU München, a subsidiary of Germany's Daimler-Benz Aerospace (Dasa), is to collaborate with the aerospace division of Volvo, the Swedish car and truckmaker, in developing and producing aero-engine components.

The deal reflects a growing impetus among European aerospace groups to pool resources and cut costs in a highly competitive sector. Both companies supply components to General Electric, Pratt & Whitney and Rolls-Royce, the world's aero-industry leaders.

Volvo Aero will concentrate on making casings, while MTU is to focus on production of rotating parts such as blades, vanes, discs and rings. The two companies aim to extend the agreement to broad co-operation in new engine programmes, spanning development, design

and production work in aero-engines. Joint efforts could also include technology development. Mr Arne Witthöf, Volvo Aero chief executive, said it was vital for the aero-engine industry to streamline its operations to avoid duplication in technology, design, development and manufacturing.

Mr Raiber Hertrich, MTU chief executive, said the link with Volvo Aero heralded an intensification of co-operation among European engine makers. The alliance would spur MTU's own drive to improve competitiveness, he said.

Volvo Aero made operating profits of SEK103m last year on sales of SEK48m. MTU had turnover of DML7bn, but no profit figure was available.

Loan agreed for Italian power station

By Andrew Taylor and Conner Middelmann

Bankers yesterday completed Italy's largest private financing for an industrial project, a \$1.3bn loan for the country's highest integrated gasification and combined cycle power plant.

(\$488m) of funds but will not take on any project risk. Snamprogetti and Turbotecnica of Italy and General Electric of the US will build the plant.

Banking agreements were signed earlier this month for an \$800m privately financed power station at Falconara on Italy's Adriatic coast. A consortium of seven international banks agreed to provide LI.002bn of the LI.300bn cost of the project.

A joint venture of Anonima Petroli Italiana (API) and Asca Brown Boveri (ABB), the Swiss-Swedish electrical engineering group, will provide the remainder of the finance and operate the power station under a 25-year concession.

Private-sector investors have been attracted by enhanced state-backed tariff agreements in a bid to encourage extra capacity and reduce the country's need to import electricity. An estimated 15-20 per cent of Italy's electricity is imported.

Banks earlier this year agreed a L732bn syndicated loan for a \$500m privately financed power station at Rosignano in Tuscany, in which Tractebel, the private Belgian power producer, is the biggest shareholder.

It is the fourth privately financed power station to complete funding agreements. The consortium of seven international banks, taking the amount raised in the past 12 months to about \$3.5bn.

The 15-year loan is to finance a 561MW power station, known as Sarlux S1, at the Sarroch oil refinery on the south-east coast of Sardinia.

The plant which will sell electricity to Enel, the state owned electricity company, will be operated under a 30-year concession by a joint venture between Saras, the Italian oil refinery company, and Enron, the large US energy group.

The pricing terms of the loan were not disclosed. Lead arrangers include Chase, NetWest Markets, Banque Paribas and Banca Commerciale Italiana. Syndication of the loan is expected to be completed next spring.

The European Investment Bank will provide L750bn if hoped to have at this stage in its development.

Disney/ABC will license pay television and pay-per-view rights to Telepiù for feature films from the Disney, Hollywood, Touchstone and Miramax pictures. The newly developed premium Disney channel is expected to be launched in late 1997.

There are already Disney Channels in the UK, Taiwan and Australia and additional channels will be launched in France in March and the Middle East in April.

Hoechst takes inevitable step

Daniel Green on the decision to buy out Roussel-Uclaf minorities

Hoechst's decision, announced yesterday, to spend DM5bn (\$3.22bn) on buying out the minority shareholders in France's Roussel-Uclaf is the latest in a series of strategic moves by the German chemical group to enhance shareholder value.

The flotation is in line with strategies adopted by other chemicals groups. Competitors such as the UK's ICI, Switzerland's Sandoz and Dow Chemical of the US have all in recent years split their chemicals from the pharmaceuticals businesses.

Hoechst has been far more radical than its domestic rivals, BASF and Bayer, but it has not followed most of its international competitors in splitting completely. Hoechst believes it can keep majority ownership while letting management concentrate on competing in a single industry as well as giving shareholders the benefit of the higher premiums commanded by drugs businesses.

Indeed, Roussel shares have risen steadily for almost a year in anticipation of Hoechst's move. And Hoechst has made no secret of the fact that it had been in talks with the French government - which owned 4.3 per cent of Roussel - to ensure that it would take up any offer.

So while Hoechst's offer yesterday was at only a 6 per cent premium to the Roussel share price, it was at a 12 per cent premium to the price a month ago and 19 per cent to the price three months ago. Nevertheless, the transaction price is modest by drugs industry standards, valuing Roussel at 25.5 times 1996 prospective earnings. Many of the world's large drugs companies are trading on price earnings ratios at that level or higher. The relatively low p/e is despite Roussel-Uclaf's poor profitability. Roussel suffers from being heavily dependent on what the drugs industry



Jürgen Dormann: objectives are transparency and value

regards as difficult markets in France and Italy. Mr Daniel Camus, Roussel director, said yesterday that the company expected an operating profit margin of 16 per cent this year. He said the average industry figure was 23 per cent, although 30 per cent or more is not uncommon.

But the price was also modest because of the virtual impossibility that Roussel could be bought by anyone else. Hoechst and Roussel are linked through more than five routes - including joint holdings in Agrevo, the agricultural joint venture with Germany's Schering, and veterinary businesses - as well as the direct majority stake.

The deal - over which Hoechst was advised by Lazarus and Roussel-Uclaf by SBC Warburg - is unlikely to run into the sort of political difficulties associated with the sale of Thomson to Lagardère and Daewoo of South Korea. True, the relationship between Hoechst

and France has been a delicate one since before the second world war. However, as the politics of western Europe changed in the 1980s and as Hoechst developed its plans to break itself up, its managers decided such restraint was no longer needed.

Moreover, the French government, which yesterday confirmed the sale of its 4.3 per cent stake in Roussel-Uclaf, said it had obtained in return from the German company "a series of commitments reinforcing future French business within the HMR group for pharmaceuticals and fine chemicals".

This appeared to ease official concerns that the total absorption of Roussel-Uclaf might result in the sort of rationalisation and job losses that have followed recent mega-mergers in the world pharmaceutical industry. The path is now cleared for Hoechst to finalise details of the HMR flotation to be presented to shareholder meetings next spring.

Kvaerner continues with £1bn disposal strategy

By Tim Burt

Kvaerner, the Anglo-Norwegian shipbuilding and engineering group, yesterday announced the latest stage of its £1bn (\$1.65bn) disposal strategy by selling its fleet of refrigerated bulk carriers for NKR1bn (\$154.2m).

The company - which launched the disposals following its \$904m acquisition of UK conglomerate Trafalgar House this year - said the deal would lift its 12-month divestment proceeds to £550m.

Mr Jan Magne Hegge, Kvaerner finance director, said: "This is part of Kvaerner's previously announced disposal programme and provides the group with a

profit of about NKR95m which will be recorded during the last quarter of the year." Further disposal candidates are thought to include Cunard, the loss-making cruise line, and Trafalgar's plastics machinery business.

In the first nine months of this year, such non-core businesses contributed sharply reduced pre-tax profits of NKR173m compared with NKR348m last time, in spite of increased sales of NKR7.84bn against NKR5.34bn a year ago.

Kvaerner yesterday said it was confident of more than exceeding its £1bn target by spring 1998. The latest deal follows six weeks of talks with Agdesiens Rederi, the Scandinavian shipping group, which has established a new company to operate the eight-ship fleet.

FIDELITY FUNDS SICAV Société d'Investissement à Capital Variable. Includes text about interim dividend and paying agents in Luxembourg, The Netherlands, and Sweden.

U.S. \$250,000,000 CHALLENGE BANK Challenge Bank Limited. Floating Rate Notes due 1997. Includes details about interest rates and payment terms.

INVESCO OKASAN GLOBAL STRATEGY FUND Société d'Investissement à Capital Variable. Includes details about the fund and its structure.

INVESCO TAIWAN GROWTH FUND Société d'Investissement à Capital Variable. Includes details about the fund and its structure.

European Investment Bank. Debt Issuance Programme Series No. 3. Includes details about the loan and interest rate.

CONTRACTS & TENDERS CALL FOR APPLICATION Operator of GSM Mobile Cellular Radio in Iceland. Includes details about the tender and application process.

APPOINTMENTS ADVERTISING. Includes details about the advertising service.

When bankers need a bank, where do they go? Includes text about innovation and global custody services.

GLOBAL CUSTODY. Innovation knows no boundaries. So when Lazard Brothers Asset Management concluded that they could better serve their clients' complex asset management needs by outsourcing the custody of their worldwide investment portfolios...they looked to us.

Bank Austria confirms bid... New... etc.

NOTICE OF MEETING OF NOTEHOLDERS

Challenge Bank Limited

US \$250,000,000 Floating Rate Notes due 9 December 1997

Challenge Bank Limited (the "issuer") hereby gives notice to the holders (the "Noteholders") of Challenge Bank Limited US \$250,000,000 Floating Rate Notes due 1997 (the "Notes") that, pursuant to Condition 14 of the Notes and the provisions of Schedule 3 of the Trust Deed dated 9 December 1994 (the "Trust Deed") relating to the Notes and made between the issuer and Bankers Trustee Company Limited (the "Trustee") as trustee for the Noteholders, a meeting of the Noteholders will be held at the offices of Clifford Chance, 200 Aldersgate Street, London EC1A 4J1 on 3 January 1997 at 11 a.m. (London time) for the purpose of considering and, if thought fit, passing the following resolution which will be proposed as an Extraordinary Resolution in accordance with the provisions of the Trust Deed.

EXTRAORDINARY RESOLUTION

THAT this meeting of holders of the outstanding US \$250,000,000 Floating Rate Notes (the "Notes") issued by Challenge Bank Limited (the "issuer") constituted by the Trust Deed (the "Trust Deed") dated 9 December 1994 made between the issuer and Bankers Trustee Company Limited as Trustee (the "Trustee") for the holders of the Notes (the "Noteholders");

- (i) approves the substitution of Westpac Banking Corporation in place of the issuer as the principal debtor under the Trust Deed, the Notes and the Coupons;
(ii) approves the amendment of the Trust Deed, inter alia, to delete the negative pledge and substitute new Events of Default (as defined in the Trust Deed);
(iii) approves and authorises the execution of a Supplemental Trust Deed (the "Supplemental Trust Deed") effecting, inter alia, the substitution and amendments substantially in the form produced to the Meeting and installed by the Chairman for the purposes of identification;
(iv) authorises the parties to do such further things and execute all such further documents as the Trustee may in its discretion consider necessary or desirable to give effect to the terms of this resolution; and
(v) sanctions every abrogation, modification, compromise or arrangement in respect of the rights of the Noteholders involved in or resulting from the modifications to be made to the Trust Deed and the terms and conditions of the Notes by the Supplemental Trust Deed and paragraphs (i), (ii), (iii) and (iv) of this Resolution.

Background and reasons for meeting
The business and property of Challenge Bank Limited (apart from certain excluded assets and related liabilities, including the obligations of Challenge Bank Limited under the Trust Deed) have been or will be vested in Westpac Banking Corporation pursuant to legislation in those Australian States where Challenge Bank Limited has operations (the "Merger"). Westpac Banking Corporation has agreed to be substituted as the issuer in respect of the Trust Deed provided that the Conditions and the Trust Deed are amended as set out in a supplemental trust deed (the "Supplemental Trust Deed"). Accordingly, the issuer proposes that, and Westpac Banking Corporation agrees that, subject to the passing of the Extraordinary Resolution (the "Resolution") set out above, Westpac Banking Corporation shall be substituted as the new issuer under the Trust Deed. Listing of the Notes will be maintained on the London Stock Exchange and will be the subject of further listing particulars (the "Supplemental Listing Particulars") setting out certain information regarding Westpac Banking Corporation.

The issuer has accordingly convened the Meeting of Noteholders by the above Notice to request their agreement by Extraordinary Resolution to the matters contained in the Extraordinary Resolutions. The attention of Noteholders is particularly drawn to the questions referred for the Meeting and for an adjourned Meeting which is set out in paragraph 2 of "Voting and Quorum" below.

Copies of the Trust Deed, the Terms and Conditions of the Notes, an Explanatory Letter for the Noteholders (setting out further details of the Merger and of the reasons why the obligations of Challenge Bank Limited under the Notes have been excluded from the Merger and providing financial information relating to Westpac Banking Corporation), the Supplemental Trust Deed in substantially the same form as it is proposed it shall be executed (if the Resolution set out above is passed) and of the Supplemental Listing Particulars substantially in the form in which they will be submitted to the London Stock Exchange are available for inspection or collection at the offices specified below of The Chase Manhattan Bank (the "Principal Paying Agent" and "Agent Bank") and Chase Manhattan Bank Luxembourg S.A. (the "Paying Agent"), together the "Paying Agents".

In accordance with normal practice the Trustee expresses no opinion on the merits of the proposed modification but has submitted the proposed modification to the Noteholders for their consideration. The Trustee was unable, without financial advice, to evaluate whether the deletion of the negative pledge from the Trust Deed and the changes to the Events of Default set out in the Supplemental Trust Deed as referred to in the Extraordinary Resolution were not materially prejudicial to Noteholders.

Voting and Quorum

- 1. A Noteholder wishing to attend at the Meeting in person must produce at the Meeting either the Note(s) or a valid voting certificate issued by a Paying Agent relating to the Note(s) in respect of which he wishes to vote.
A Noteholder not wishing to attend and vote at the Meeting in person may deliver his Note(s) or valid voting certificate(s) to the person whom he wishes to attend on his behalf or give a voting instruction from (on a voting instruction form obtainable from the specified offices of the Paying Agents set out below) instructing a Paying Agent to appoint a proxy to attend and vote at the Meeting in accordance with his instructions.
Notes may be deposited with any Paying Agent or (to the satisfaction of such Paying Agent) held to its order or under its control by Collateral Bank or the Operator of the Euroclear System or any other person approved by it, for the purpose of obtaining voting certificates, or, not later than 48 hours before the time appointed for holding the Meeting (or, if applicable, any adjournment of such Meeting), giving voting instructions in respect of the relative Meeting. Notes so deposited or held will not be released until the earlier of the conclusion of the Meeting (or, if applicable, any adjournment of such Meeting) and the surrender of the voting certificate(s) or, not less than 48 hours before the time for which the Meeting (or, if applicable, any adjournment of such Meeting) is convened, the voting instruction received in respect thereof.
2. The quorum shall be 2 or more persons present in person holding Notes, voting certificates or being present and holding or representing in the aggregate not less than 75 per cent. in principal amount of the Notes for the time being outstanding, not being Notes which are beneficially held by or on behalf of the issuer or any of its Subsidiaries and not yet cancelled.
If within 15 minutes (or such longer period not exceeding 30 minutes as the Chairman of the Meeting may decide) from the time fixed for the Meeting a quorum is not present the Meeting shall stand adjourned for such period, not being less than 14 days nor more than 42 days, and to such time and place, as may be appointed by the Chairman of the Meeting. At such adjourned Meeting the quorum shall be two or more persons present in person holding Notes or voting certificates or being present and holding or representing in the aggregate not less than 25 per cent. in principal amount of the Notes for the time being outstanding.
3. Every question submitted to the Meeting will be decided on a show of hands unless a poll is duly demanded by the Chairman of the Meeting, the issuer, the Trustee or by one or more persons holding one or more Notes or voting certificates or being present and holding or representing in the aggregate not less than 2 per cent. in principal amount of the Notes for the time being outstanding. On a show of hands every person who is present in person and produces a Note or voting certificate or is a proxy shall have one vote. On a poll every person who is so present shall have one vote in respect of each US \$1,000 principal amount of Notes so produced or represented by the voting certificate so produced or in respect of which he is a proxy.
4. To be passed, the Extraordinary Resolution requires a majority in favour consisting of not less than three-quarters of the votes cast. If passed, the Extraordinary Resolution will be binding on all the Noteholders, whether or not present at such Meeting and whether or not voting, and upon all the holders of the coupons relating to the Notes.

Principal Paying Agent and Agent Bank: The Chase Manhattan Bank, Woolgate House, Coleman Street, London EC2P 2HD. Paying Agent: Chase Manhattan Bank Luxembourg S.A., 5 rue Plaeides, L-2338 Luxembourg.

COMPANIES AND FINANCE: THE AMERICAS

Union Carbide warns of price rises

By Tracy Corrigan in New York

Union Carbide yesterday said it planned to increase prices across a broad range of products on January 1 in an attempt to absorb escalating raw material costs, but warned that the price rises would come too late to soften the impact of higher raw material costs on its fourth-quarter earnings.

Dr William Joyce, Union Carbide chairman and chief executive officer, said the impact of rising raw material and energy costs was likely to reduce fourth quarter earnings per share by at least 25 cents from the third quarter level of \$1.06.

However, he also said that the company was ahead of schedule for reaching its \$637m target of cost reductions by 2000. Carbide plans to increase polyethylene prices by 8 cents a pound and ethylene glycol prices by \$70 a ton.

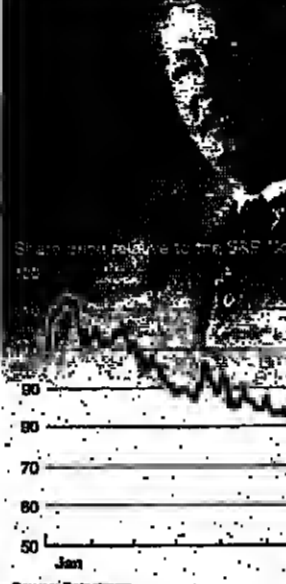
However, Mr Paul Raman, chemicals analyst at PaineWebber, said he was sceptical about the group's ability to impose such an increase in polyethylene prices, which have been coming under pressure recently.

Carbide said it also planned to increase prices for many of its solvents, monomers and intermediates. Dr Joyce said that soaring raw material costs had significantly eroded the company's profit margins, especially in polyethylene and ethylene glycol and noted that the cost of ethane, an important raw material, was likely to average 8 cents a gallon higher in the fourth than in the third quarter.

TCI feels the squeeze

The need to meet competition from satellite services has stretched the US group's resources

TCI-good cause to reflect



After years of restless tactical buffing, Tele-Communications Inc, the US entertainment media group, appears to have elected to take a stand in the territory it knows best.

If all goes according to plan, its Liberty Media programming subsidiary and its international operations will be spun off as stand-alone companies. They will join TCI Satellite, a direct-to-home satellite TV business, which formally started trading as an independent entity last week.

That will leave Mr John Malone's media empire stripped to its core business as a leading cable TV provider with links to 14m US households, and better placed to focus its attention on the sharpening competition from fast-growing satellite services.

But that is only one of the scenarios postulated last week following a week-long flurry of announcements on spin-offs, price hikes and programming changes which culminated in a share release outlining plans to shed 2,500 workers and cut the pay of senior executives.

The cuts, expected to reduce annual operating costs by \$100m, were seen by some analysts as a sign that the company, traditionally viewed as one of the least in the business, was in more difficulties than hitherto suspected.

Others suggested they were the final touches to a restructuring intended to extract a partner - preferably a telecommunications group - into a merger. TCI, which came within an ace of merging with Bell Atlantic in 1994, needs cash.

AMERICAS NEWS DIGEST

Magellan renews faith in technology

Fidelity's Magellan, the largest US mutual fund, is continuing its retreat from bond investments in favour of a return to its traditional heavy weighting in technology stocks, according to figures released by the Boston-based fund manager yesterday.

Ontario Hydro takes charge
Ontario Hydro, one of Canada's two biggest power utilities, is taking a \$2.5bn (US\$1.84bn) special charge covering problems with its nuclear stations and accounting changes and will report a 1996 loss of about C\$1.9bn.

RBC plans big-project arm
Royal Bank of Canada is to set up a \$450m (US\$360m) subsidiary to make equity investments in medium-sized private companies. The new unit will take equity stakes in companies that have moved beyond the venture capital phase, including leveraged buyouts, acquisitions and turnaround businesses.

MCI closes online shop
MCI Communications is to close its one-year-old music retailing business and an on-line shopping service, saying people liked to window shop but weren't buying.

Imsa IPO raises \$142.5m
Industrias Monterrey (Imsa), a Mexican steel construction and battery making conglomerate, raised \$142.5m in an initial public offering sold on the US, international and Mexican markets.

Advertisement for 'kom raise' featuring a large image of a person holding a cup and text including 'kom raise', 'ian tea-pro', 'HYO MOVES', 'Telot', 'American Depository', 'Ratio: 9', 'Ticker Symbol: T', and 'CITIBANK'.

This announcement appears as a matter of record only.

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ING BANK December 1996

Table with columns: Issue Date, Issue Price, Interest Rate, Maturity Date. Rows include various dates from 01/01 to 01/12.

These are announced by every issuer in each country... ING BANK

PORTMAN BUILDING SOCIETY

Floating Rate Notes due 1999
In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the three months from 10th December 1996 to 10th March 1997 the Notes will bear interest at a fixed rate.

INNESCO EUROPEAN WARRANT FUND

Notice to shareholders
By decision of the board of directors of the above fund, the registered office has been transferred to 11, Boulevard Grande-Duchesse, Luxembourg, effective as of 1st December 1996.

ING BANK

AGENCY BANK: BARCLAYS BANK PLC, BCS DEPOSITORY SERVICES, TRINITY STREET, LONDON EC2R 8TH

ASIA TIGER WARRANT FUND
Notice to shareholders
By decision of the board of directors of the above fund, the registered office has been transferred to 11, Boulevard Grande-Duchesse, Luxembourg, effective as of 1st December 1996.

ASIA SUPER GROWTH FUND
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By decision of the board of directors of the above fund, the registered office has been transferred to 11, Boulevard Grande-Duchesse, Luxembourg, effective as of 1st December 1996.

CITICORP
Notice to shareholders
By decision of the board of directors of the above fund, the registered office has been transferred to 11, Boulevard Grande-Duchesse, Luxembourg, effective as of 1st December 1996.

COMPANIES AND FINANCE: ASIA-PACIFIC

Telkom raises \$600m through share sale

By Manuela Saragosa in Jakarta

The Indonesian government has sold 38.8m of the shares it owns in Telkom in a US\$600m private placement. The sale is part of its unfinished privatisation of the state-controlled domestic telecommunications company.

The private placement, represents 4.15 per cent of

Telkom. A second offering of Telkom shares had been expected to follow last year's initial public offering, in which the size and price of the offer was scaled back because of poor international demand.

The placement was made through local brokerage firm Makindo Securities and Deutsche Morgan Grenfell, which will place a number of the shares in the US. Two

other domestic securities houses, Danareksa Sekuritas and Bahana Sekuritas, acted as government brokers in the deal.

The shares will be sold on to institutional investors at Rp3,700 each, brokers said. Offers for the private placement ranged from Rp3,400 to Rp3,850 a share. The placement will raise US\$600m, but it is not clear how much the government has received

per share for the sale.

Mr Mar'i Muhammad, finance minister, said the government had decided not to divest shares in the form of a second offering, in order to avoid time-consuming procedures such as road shows and bookbuilding. He declined to say whether further placements could be expected.

The size of the placement, he said, was determined by

the "ability of the market to absorb more Telkom shares" following robust performance of the Jakarta Stock Exchange Composite index. The index has surged to all-year highs in recent weeks since a low of 530 points in mid-August after political riots in July.

The placement is the second privatisation this year following last month's IPO of the state-owned Bank

Negara Indonesia. Funds raised will accelerate repayment of the high-interest portion of the government's foreign debt.

Telkom's IPO in November last year was scaled back from 27.5 per cent of the company to 19 per cent and the share price cut to Rp2,050. Telkom shares closed yesterday down Rp25 at Rp3,850, with 9.5m shares changing hands.

ASIA-PACIFIC NEWS DIGEST

Sime Darby eyes Oriental stake

Sime Darby, Malaysia's biggest conglomerate, has been given approval to start talks on acquiring a majority stake in Oriental Bank, a local commercial bank. Such a merger would create the fourth-largest Malaysian bank by assets, analysts said.

The permission from Bank Negara, Malaysia's central bank, clears the way for a merger between Sime Darby's banking subsidiary, United Malayan Banking, and Oriental Bank. If the merger goes through, it would confirm that consolidation in Malaysia's overcrowded banking industry has begun. The nation's leading stockbroker and two local banks agreed last month to form a diverse financial services group under a holding company called Rashid Hussain.

Sime Darby said it had not yet begun negotiations on its proposed acquisition of Oriental Bank, but the fact that Bank Negara has given approval for the talks suggests that both Sime and Oriental have signalled an interest in a merger.

Oriental Bank is a subsidiary of Malaysian Industrial Development Finance, which owns 78 per cent of the bank.

The government has a long-standing policy of urging consolidation among the 37 commercial banks in Malaysia in order to prepare the local industry ahead of market liberalisation expected in the first few years of the next century. Malaysia is also hoping that bigger, more sophisticated banks will be better able to support an increasing number of companies investing offshore.

James Kynge, Singapore

Samsung lifts KorAm stake

Samsung, the South Korean industrial and electronics conglomerate, has increased its stake in KorAm Bank from 14.25 per cent to 17.60 per cent. The Korean Stock Exchange said Samsung Electronics and five other Samsung units bought the shares in the joint venture commercial bank between July and November.

KorAm's largest shareholder is Bank of America with 18.55 per cent, while Daewoo, the industrial group, owns 11.76 per cent. Shares in KorAm closed Won560 higher yesterday at Won7,560 amid speculation over competition between the main shareholders for a controlling stake.

AFX-Asia, Seoul

DB to reduce capital

DB Group, the New Zealand brewery and liquor group controlled by Heineken through Asia Pacific Breweries, yesterday announced a capital reduction which will see NZ\$181m (US\$126.6m) returned to shareholders.

Directors said that capital investment could be supported by future cash flows and that current cash balances were surplus to future requirements. The annual meeting in February will be asked to approve a proposal to cancel three out of every four shares on issue and to repay 60 cents for each cancelled share.

DB Group said that in the year to September 30 it made a net profit of NZ\$50.4m, compared with NZ\$37.2m a year earlier, against which a NZ\$10m provision had been made for tax losses. Sales were NZ\$650.4m, against NZ\$658.3m. The company said that in the past 12 months the total beer market fell 2.4 per cent, as margins came under pressure from discounted imported brands.

Terry Hall, Wellington

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com.

Indian tea-producers serve up mixed results

By Kunal Bose in Calcutta

Indian tea producers reported mixed results for the six months to September 30, with strong increases coming from companies focusing on quality and added value.

The outlook for the industry in the second half, however, is relatively bleak because of plunging export sales and sharp increases in production.

Tea auction prices have fallen since September, according to analysts. The prices of medium and plain varieties of tea have fallen between Rs3 and Rs6 per kilogramme. Only the best grades, which account for about 30 per cent of the country's production, have held their prices. Increases in wages within the industry and in fuel prices have also undermined the performance of tea companies.

Tata Tea, the country's largest plantation group, lifted operating profits by 25.5 per cent to Rs955m



Focusing on quality: only the best grades of tea have maintained their price recently, and second-half prospects are bleak

(Rs18.57m) on the back of a 40 per cent rise in income to Rs3.25bn. After-tax profits were up nearly 25 per cent to

Rs933m. Earnings per share rose to Rs14.52 from Rs9.43. The company, which markets a large portion of its tea

in value-added packets and polybags as branded products, performed much better than the groups that sell tea

in bulk at the auctions. Analysts say that Tata Tea's profits would have been higher but for Sri

Lankan production hitting the industry in Kerala and Tamil Nadu, the two states in south India where it owns a large number of estates.

AFT Industries, which has all its estates in the highly productive north-eastern state of Assam but which sells all its tea in bulk, posted a 1.23 per cent drop in operating profits to Rs141.1m, on a 6.42 per cent fall in sales to Rs328m. Net profits rose 1.15 per cent to Rs79.4m because of a lower tax provision of Rs55m, against Rs58m in the year-ago period.

The company hopes to raise export sales to Rs150m in the current year from Rs18.8m last year.

George Williamson, which owns some of the finest properties in Assam, lifted operating profits by 147 per cent to Rs347m on the back of 37.35 per cent growth in income to Rs945m. This included a one-time profit of Rs101.2m on the sale of investments. Net profits rose 330 per cent to Rs219.2m.

Sanyo moves into market for latest LCD panels

By Michio Nakamoto in Tokyo

Sanyo, the Japanese electronics manufacturer, is investing Y47bn (\$417m) in a new plant in western Japan to produce large liquid-crystal display panels.

The new plant marks Sanyo's entry into the market for thin-film transistor (TFT) LCDs, which are high-quality LCDs used mainly in notebook PCs. Sanyo already manufactures super-twisted nematic

(STN) LCDs, which provide graphics of lower quality.

Mr Hideo Kondo, general manager of Sanyo's semiconductor business, said the company had decided to enter the TFT-LCD business because of growing demand for the product. Although Sanyo will be a latecomer to the TFT-LCD market when production at its new plant starts in about a year and a half, Mr Kondo said "we believe this is still a promising market".

Sanyo's new facility will specialise in 12.1-inch panels, which are the largest size currently available for TFT-LCDs. The company expects sales of the panels from the plant to reach Y50bn by 2000.

Although competition is fierce and prices have fallen substantially over the past year, demand for LCD panels has recovered significantly and is expected to grow. Sharp, the market leader, estimates the market will be worth about

Y640bn in the year to March and will grow to about Y1,200bn by 2000.

A shift to larger-sized panels and a slowdown in the supply of components have meant that LCD supply this year has not kept up with demand.

While LCD panels have been used mainly in smaller, portable products, such as video cameras, car navigation systems and notebook PCs, technological advances

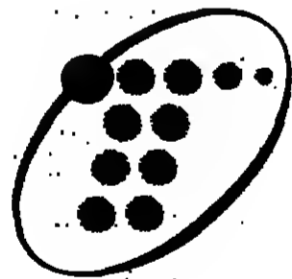
making larger panels possible have fuelled expectation that LCDs will increasingly be used for desktop PCs as well.

Although the consensus is that TFT-LCDs will be the standard because of their higher-quality graphics, Sharp is working on improving the quality of STN-LCDs and has already announced that it will mass-produce 21.4-inch panels for desktop PCs towards the end of next year.

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COMPANIES AND FINANCE: UK

Scandinavian side helps Airtours rise 46%

By Scheherazade Denehshu

Airtours, the rapidly expanding package holiday company, signalled that the UK holiday market had bounced back after last year's depressed conditions by delivering a 46 per cent rise in pre-tax profits and an upbeat view of the prospects for next year.

profits, helped push pre-tax profits up from £59.4m to £86.8m (\$142.4m) in the year to September 30. This was helped by a change in accounting policy which added £1.7m to profits but was still at the top end of expectations. The shares rose 11 1/4p to 714 1/4p.

Mr David Crossland, chairman, said capacity cuts in the UK had led to higher prices. Net profit per passenger rose from £9 to £14 in the year to September 30; prices of discounted late holidays were 30 per cent higher than

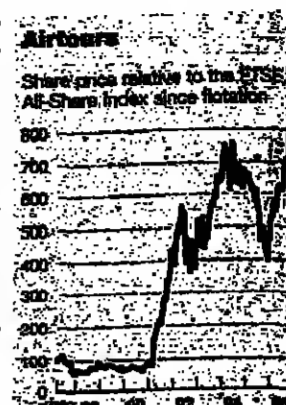
in summer 1995. Last year its profits fell by more than 20 per cent compared with 1994. In 1995 the 30 largest UK package holiday companies incurred net losses of £10m, according to the Civil Aviation Authority.

UK tour operators reduced the supply of summer holidays for 1996 by 10 per cent to 8.5m, resulting in fewer late bargains. Airtours - the UK's second largest tour operator with a 20 per cent share - intends to keep capacity to the same level next summer.

"If this position is maintained across the industry, the rewards could be substantial," said Mr Crossland. Thomson, the largest tour operator with 30 per cent of the market, said yesterday that prospects for next summer were buoyant as long as operators held firm on prices.

LEX COMMENT Airtours

Airtours is demonstrating that geographically diversified tour operators can make a decent and not particularly volatile living. Publicity over package holiday price wars in the UK continues to dog investment ratings for the industry. But Airtours' investments in Canada and Scandinavia have meant that UK earnings amount to only about half the group total.



Improved margins at Avon

By Roland Adburgham

Fast growth in sales of automotive components and improved margins in its two other divisions have lifted Avon Rubber's pre-tax profits for the year to September 28 by a third.

The result - up from £16.2m to £21.5m (\$35.5m) and slightly ahead of analysts' forecasts - was achieved on sales of £347.5m, a 13 per cent gain.

The automotive components division accounted for nearly half of group sales, with demand for fuel and vapour hoses in the US and from Ford - for coolant hoses for its Fiesta programme - helping to lift divisional turnover by nearly a quarter to £161.6m.

Operating profits in this division rose by a fifth to £11m, with margins impaired by the injected rubber products business in the US and by the polymers business in France.



Peter Williams: sterling's strength has dented hopes

Difficult markets hold back David S Smith

By Michael Lindemann

David S Smith, the paper and packaging group, yesterday reported a 2 per cent fall in interim pre-tax profits and warned that earnings would be lower again in the second half, reflecting difficulties in continental European markets.

However, the company said it expected a recovery half-way through next year.

Mr Peter Williams, chief executive, blamed the lower profits in the six months to November 2 on weaknesses in the German and French economies and said sterling's strength had dented hopes for the second half.

The shares initially fell 18p to 286 1/2p on news that profits had fallen from £59.6m to £58.6m (\$96m). However, after what one

analyst described as "an initial attack of nerves" they edged upwards to close at 295 1/2p.

Mr Williams said the competitive European market for packaging and the sudden rise in sterling had dented the group's double-digit growth because they had lured several "desperate" European manufacturers back into the UK market.

"We are seeing people in the UK who we have not seen for a long time," he said. The problems were compounded by new capacity in Europe and the recent French truckers' strike.

Mr Williams said he expected the outlook to improve in about six months.

Demand for corrugated board, which Mr Williams said was an early indicator of economic prospects, had

risen 6 per cent in the third quarter of this year compared with the same period last year. "The numbers suggest there is something happening," he said. "Sentiment will change in about six months."

Analysis shared Mr Williams' views on the likelihood of a European recovery and pointed out that the group would stand to benefit considerably once this happened.

"Most investors think continental Europe will pick up," said Ms Francesca Raleigh at Panmure Gordon, the brokers.

New production capacity for corrugated paper in Germany, Belgium and France would increase competition, but the oversupply was not as drastic as in other paper sectors, Ms Raleigh said.

Vector buys 15 Caradon businesses

By Andrew Taylor, Construction Correspondent

Vector Industries, of which CINven, the former development capital arm of the British Coal pension fund is the biggest shareholder, has paid about £200m (\$328m) to purchase 15 engineering businesses from Caradon, the building materials group.

The purchase is thought to bring nearer a flotation of Vector. CINven has increased its stake from 65 per cent to 72 per cent.

Vector's other main shareholder, 3i, has an 18 per cent stake and Vector's management 10 per cent.

The company was started in 1993, with the support of CINven and 3i, to invest in manufacturing businesses. Following the latest purchase, its turnover is expected to rise to £257m generating an estimated operating profit of £31m for the year to March 31 1997.

Caradon announced this summer that it was negotiating to sell its non-core European engineering businesses for about £190m. The purchase price agreed with Vector is made up of £183.6m cash and a £6m subordinated

loan note payable over seven years. A further £10m is payable to Caradon if target rates of return are achieved by the businesses.

These include companies from Caradon's distribution, plastics, ventilation and automotive and aviation components divisions. Caradon announced earlier this month that it had sold its automotive plastics business for £30m.

The businesses bought by Vector made pre-forma profits of £21m on sales of £264m, according to Caradon, which said the proceeds before expenses were about the book value of the assets.

The disposals should leave the group debt free to concentrate on its core European building products businesses.

Restructuring bears fruit as NFC rises 39%

By Motoko Rich

A £35m restructuring programme continued to bear fruit at NFC as the transport and logistics group raised underlying pre-tax profits by 39 per cent to £105.7m (£173.3m).

Including exceptional charges of £27.6m - pre-tax profits nearly tripled from £38.6m to £105.7m.

Sir Christopher Bland, chairman, said the new management, appointed in June 1995, had "the confidence of a record for the first time".

Sales increased 12 per cent to £2.46bn. Continental Europe continued to make heavy, though reduced, losses of £25.5m (£10.1m).

Sir Christopher said the group was left with the legacy of a "clutch of lousy businesses which have consistently underperformed". However, it was unable to sell them: "Divestment is not an option. We have to trade our way out of trouble."

Mr Gerry Murphy, chief executive, said two-thirds of the group's revenues in continental Europe were derived from "network" logistics, under which the group tried to match truck schedules

with the distribution patterns of several customers. The group was aiming to raise the proportion of revenues derived from more profitable "contract" business, under which the group acts as a dedicated co-ordinator of the logistics activities of a particular company.

Operating profits in the UK and Ireland rose 28 per cent to £78.3m, as cutting fed through to the bottom line. In North America, where the group had little exposure to the difficult grocery retailing market and virtually no "network" logistics business, the operating surplus jumped 73 per cent to £26.5m.

Capital expenditure fell from £247.2m to £106.8m, as property disposals rose and the group cut its gross capital spending. "We are being much more vigorous in the application of capital," said Mr David Finch, finance director. The remaining £18.5m of the reorganisation provision would be used in the current year.

Earnings per share were 8.9p (2p). A final dividend of 4.9p (4.2p) was unchanged from 7.1p. The shares closed down 5p to 175p.

NEWS DIGEST

Cookson exits pigment side

Cookson, the industrial materials group, faces a £60m (£68.4m) write-off arising from its plans, detailed yesterday, to withdraw from the manufacture and sale of industrial pigments. The write-offs, comprising £30m of goodwill and a £30m loss on disposal, will push total exceptional charges this year to more than £100m, analysts said.

Shares in the group, which has been hit by a series of profit downgrades because of soft demand at its electronic materials business, eased 6 1/4p to 211p.

Analysts said the write-offs were greater than expected, but they welcomed the long-awaited exit from pigments. Cookson plans a phased withdrawal from the business, which makes and sells materials used to colour plastics, inks and paints. Hoechst Celanese Corporation will acquire the rights to Cookson Pigments' range of organic pigments for £19m, and pay a further \$5m for the related inventory of finished goods.

Cookson will retain ownership of the production assets, and maintain supply of pigments for up to two years before closing the plant at Newark, New Jersey. It will enter into licensing and service agreements with Hoechst. Discussions are also "at an advanced stage" for sale of the inorganic pigments business to Dominion Color Corporation. If a deal is agreed, Dominion will pay a little over asset value of about £5m. Cookson will continue to supply pigments for up to two years.

Closure costs of about £5m, including redundancy payments for 50-100 people and site restoration costs, are included within the provisions.

Mr Dennis Millard, Cookson's finance director, said that under FRS 3 the £30m goodwill write-off was largely a technical adjustment. The withdrawal would marginally reduce gearing and be earnings enhancing, he said.

Thorntons sells French shops

Thorntons, the UK chocolate maker and retailer, has found a buyer for its 21 shops in France. The business lost £555,000 in the year to June 29, when its net assets were £3.5m. Thornton's described the consideration as nominal.

The group decided in the summer to withdraw from its loss-making operations in both France and Belgium, either by closing or selling them. In October it reported a £13.6m loss for the year after exceptional charges of £21.5m, including £7.9m for withdrawal from Europe.

Mr John Thornton, chairman, said yesterday that the sale would mean that the cost of getting out of France would be materially less than the £5.3m provision.

The buyers are the shareholders of Jeff de Bruges, a confectionery retailer operating more than 100 franchises across France. It is partly owned by Neuhaus-Mondose, a specialist Belgian chocolate maker.

Manchester Utd share placing

Manchester United yesterday placed 3m shares with City institutions to raise £16.7m (£27.4m) for the continued fit-out of the north stand at its Old Trafford stadium and the building of a new training ground.

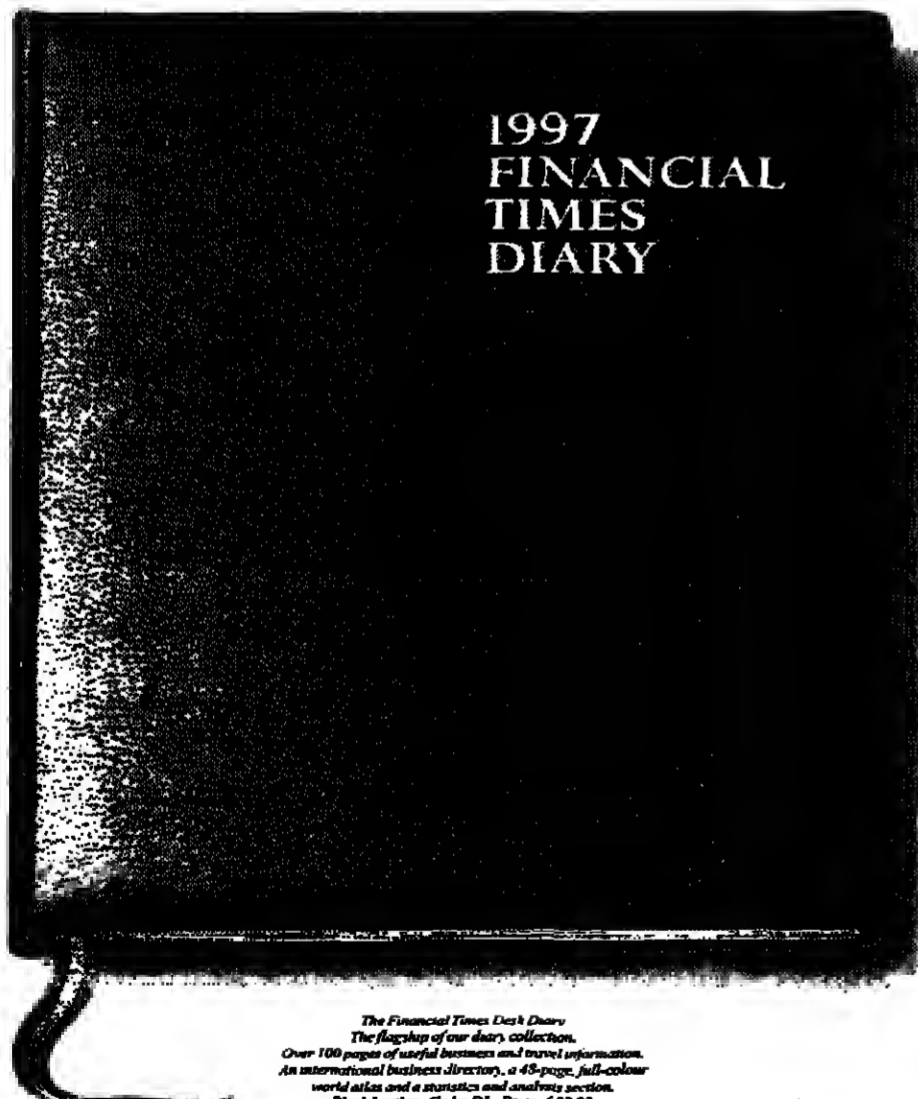
The Premier League club, whose shares were yesterday admitted to the FTSE-100 index, went out of its way to say the proceeds from the equity sale would not be spent on new players.

The placing involved the sale of 3m shares - equivalent to 4.84 per cent of the share capital - at 556p each to a group of City institutions. It is the first time the club has come to the market to raise funds since its flotation in July 1991.

The shares closed up 6 1/4p at 584p.

Table with columns: Company, Turnover (£m), Pre-tax profit (£m), EPS (p), Current payment (p), Date of payment, Dividends (p), Total for year, Total last year. Lists companies like Airtours, Avon Rubber, British Water, etc.

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Thursday December 12 1996

Kuwait

Stability has a brittle quality

This oil-rich country appears to be recovering from Iraq's invasion. But beneath this deceptive veneer is a multitude of problems, some fed by a generous welfare state, writes Robin Allen

Appearances in Kuwait can be deceptive. The country has not exhibited so much stability since January 1990, when police used tear-gas to quell street rioters demanding the recall of parliament. Then came the stab-in-the-back from Iraq: six months of brutal occupation, followed by liberation and months of poisoned air from burning oilfields.

Today, the country seems repaired, even sleek in some areas. Buoyant oil revenues make for money in the pocket. Peaceful elections have been held, and the government is in control. Banks are recovering, and the stock market has risen. Foreigners are back to do the work, and the living is easy.

But look beneath the surface and Kuwait's stability has a brittle quality. Ask Kuwaitis to identify their country's top priority and the answer will be "security". There is nothing strange about that. Most define it as security against the threat from Iraq, while some younger ones say it is domestic security in the form of salary, employment and the welfare state.

There is a twist, however, in that it is their conviction that others, rather than themselves, will provide all this security. Most Kuwaitis expect the US and "other friends" to defend them against Iraq, and the government to provide them with the money and the subsidies to which they believe they are entitled.

There is little interest and less enthusiasm for joining

the armed forces. Few, outside officials and the small numbers of military would countenance the idea of Kuwaitis actually having to fight, even fewer that Kuwaitis should go out and seek jobs for themselves. Any suggestion that the government cannot afford to continue paying salaries and subsidies to all its citizens is met with blank incomprehension.

This apparent indolence has deep roots. In the 1950s and early 1960s Kuwait was the first and most conspicuous of the Gulf states to flaunt its oil wealth before an envious world. Old photographs show Kuwaiti families in shiny Cadillacs enjoying the good life at drive-in cinemas in the desert. The age of opulence had arrived. Oil money bought anything and everything. Armed with that belief, and encouraged by an indulgent state, Kuwaitis unwittingly took to heart Eilaine Belloc's dictum: "It is the duty of the wealthy man to give employment to the artisan."

Underneath the suave exterior the results of taking Belloc too literally are now becoming painfully clear. The ssp is draining from the national fibre. Like its oil-rich Gulf neighbours, Kuwait, in the words of a US-educated Kuwaiti banker, "is a society of takers", a nation of "couch potatoes" where 93 per cent of the working population draw and subsidies from the state in the sure knowledge that the constitution entitles them to a "job".

For 40 years Kuwaitis have sat back and snapped their fingers at the foreign worker. The government has paid the people's salaries bailed them out when they lost money, and dipped into two-thirds of its reserves to help deliver them from Iraqi occupation.

Even then, the state's indulgence did not stop. Far from pulling itself and the country up by its bootstraps, the government buckled to public demands for more handouts. It sanctioned a 25 per cent across-the-board increase for all Kuwaitis employed in the public sector, and at the initiative of the Amir himself cancelled all its citizens' outstanding bills for electricity and water supply.

Today, the nation's state of health is bluntly summed up by Professor Rasha Al-Sabah, a niece of Kuwait's Amir Sheekh Jaber Al-Ahmad Al-Sabah and under-secretary at the ministry of higher education, who says that Kuwaitis have grown up convinced the state exists to look after them for life.

Meantime, more babies are being born. For the last five years Kuwait's national population - some 270,000, of whom 60 per cent are aged under 21 - has been increasing at an average 3.7 per cent a year, among the highest rates in the world.

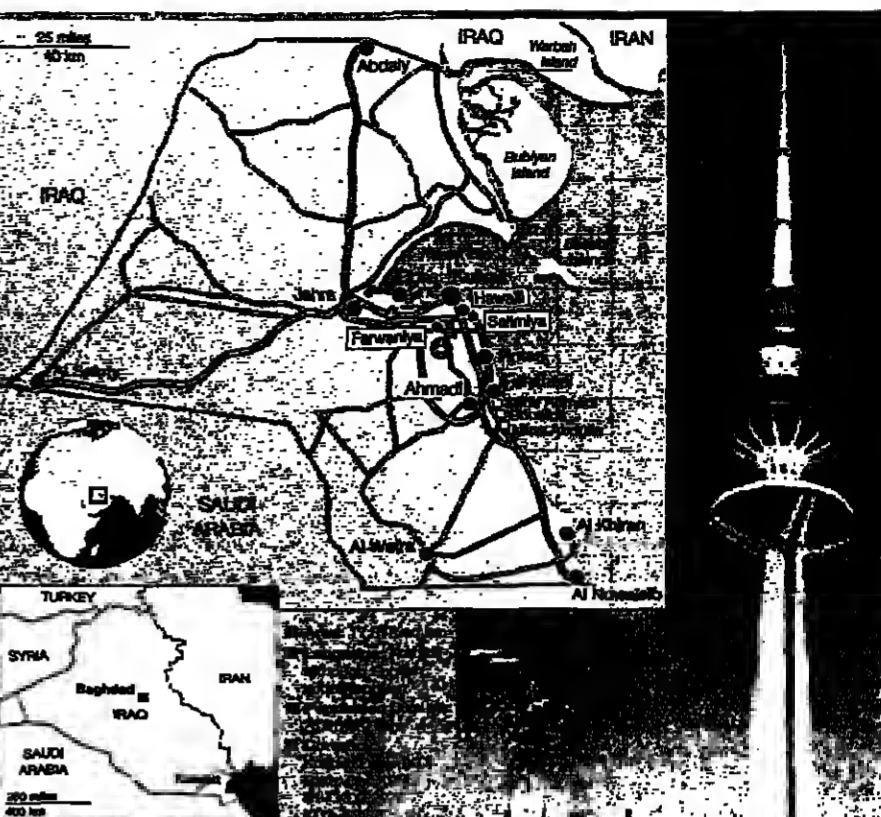
With the state already sinking 84 per cent of its annual budget into salaries and subsidies, this year's windfall oil revenues of \$7bn to \$8bn are badly needed to maintain the cash-flow. But

Economic summary

	1996(a)	1997(b)
Real GDP growth (annual % change)	2.0	2.8
Population (millions)	2.7	2.8
Unemployment (annual % change in CPPI)	3.0	3.0
Labour productivity (annual % change per day)	2.07	2.10
Per capita income (annual % change)	96.0	96.6
Reserve (billions of Kuwaiti dinars)	6.5	5.0
Foreign debt (billions of dollars) (short and long term)	4.1	4.2
Foreign debt (billions of dollars) (% of GDP)	2.5	2.6
Current account balance (billions of dollars)	5.2	4.1
Merchandise exports (billions of dollars)	15.5	15.5
Merchandise imports (billions of dollars)	7.5	7.8
Foreign transfers (billions of dollars)	3.0	3.2

Government and constitution

Head of state
The Amir, chosen from the Al-Sabah family. Currently Sheekh Jaber Al-Ahmad Al-Sabah, who succeeded in 1977.
Prime minister
Sheekh Sheekh Abdullah Al-Saleem Al-Sabah.
Legislature
Unicameral National Assembly of 50 elected members plus appointed cabinet ministers, elected members of the Al-Sabah, with a limited franchise of "first class" Kuwaitis.
Executive
Power is exercised by the Amir through a Council of Ministers last appointed October 15-1996, headed by a prime minister who is chosen by the Amir after technical consultations.
Political groupings
No political parties are allowed, although informal groupings exist. The largest are a group of independence, very close to the ruling family, and two Savat fundamentalist groups (Islamic Constitutional Movement and Islamic People's Grouping, also known as the Salafi). The Kuwait Democratic Forum is the largest secular group. There is also a Shia group. Most deputies sit as independents and many have strictly tribal loyalties.



Government and constitution

all that buoyant oil prices achieve is to prolong the mood of complacency. They do nothing to instill a willingness to work, or to inject life into a moribund private sector. To ease economic "restructuring", government officials talk earnestly of "redeploying" Kuwaitis away from the public sector into private companies. They say the government will offer to pay 50 per cent of the Kuwaiti's salary as an incentive to private-sector companies if they would employ nationals rather than foreigners. But the more realistic Kuwaitis dismiss these statements as mere slogans. Sulaiman Mutawa, a management consultant and former planning and information minister, says "redeployment has never worked except in economies which are expanding and with people who have skills". Neither condition applies to Kuwait's private sector, or to most of its citizens in public-sector jobs. Nasser Al-Rodhan, the finance minister, recently broached the idea of lowering the tax rate on foreign and local government contractors. For all its inertia, Kuwait is arguably the most stable of the oil-rich Gulf states. But this is due to oil money and the presence of US troops more than anything Kuwait has done for itself. Money and friends do not ensure Kuwait's defence. Western military analysts caution that Kuwait will have to work hard just to satisfy the limited goals of its defence programme by the target date of 2002. This assumes its armed forces can act as a tripwire, to hold up and damage a concerted Iraqi attack for 48 hours until help arrives. "The west is not going to be happy having just sold Kuwait a lot of fancy equipment if the Kuwaitis are not able or willing to use it," warned one senior diplomat. The subtle checks and balances of clan and tribe are the foundation on which Kuwaiti society is built. They help to bind the country, to preserve the appearance of unity within the ruling Al-Sabah family, and to smooth the working relationship between the government and the National Assembly. But fear of disturbing these checks and balances also make for indecision and immobility. Businessmen, bankers and diplomats all say the success of government-backed candidates in last October's general elections for 48 hours until help arrives. "From past and present experience, the government will try to buy off the people - if it still has the money. If not, senior diplomats warn, predator neighbours would exploit the power vacuum and grab Kuwait's one real asset - oil. "A case," remarked one, "of back to the future."

The economy • by Robin Allen

Postponing the evil day

A fault-line is running through the country's economic structure

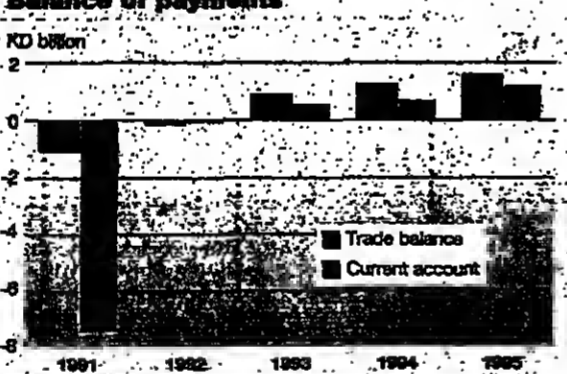
Economic analysts in Kuwait would have it that although the country owns 10 per cent of proven global oil reserves, it does not yet possess an economy.

By this they mean that oil is the sole engine pulling Kuwait's train, with its 720,000 citizens living off oil revenues in the first-class compartments while being waited on by expatriates, who outnumber Kuwaitis almost two to one.

According to Jasseem Al-Saadoun, managing director of Al-Sabah Economic Consultants, 83 per cent of Kuwaitis draw their salaries directly from the government and the remaining 7 per cent are indirectly connected to the state budget. "The state contributes no less than 75 per cent of GDP," he says. "We have," continues Mr Al-Saadoun, "no viable non-oil industrial, manufacturing or services sectors to yield hard currency or employ local manpower. Meanwhile, the private sector has between KD40bn and KD50bn invested overseas."

Such comments do not help the country's image and they anger government officials. In reply, and urged on by the International Monetary Fund and the World Bank, they insist the government has already started to cut the budget deficit, which it plans to eliminate by 2000, and that it intends to pursue a wholesale restructuring of the economy to wean Kuwaitis away from state handouts and to create a self-supporting private sector. However, Kuwaiti bankers, businessmen and senior diplomats agree that deficit cuts so far are due to higher oil revenues this year rather than to cuts in expenditure. Buoyant oil prices, they say, are seducing the government into postponing the evil day when it has to tell an incredulous population that credit-to-the-grave welfare benefits are no longer

Balance of payments



Source: Central Bank of Kuwait.

available; that the state can no longer afford to pay full monthly tax-free salaries of \$3,000 and upwards for part-time ministry jobs.

Finance ministry figures show that for the five fiscal years to June 30 1996, state revenues have totalled KD11.3bn against expenditure of KD22.7bn, leaving a deficit of KD11.4bn, or 142 per cent of the country's 1995-96 gross domestic product (GDP).

Since 1992-93, the oil industry has accounted for an average 66 per cent of annual budget revenues, and last year was responsible for 94 per cent of all Kuwait's exports. Non-oil exports have remained stagnant over the same five-year period.

The projected deficit for the 1996-97 budget is KD1.45bn, although this could well fall if oil prices stay high. This deficit, which includes payment of KD300m to the country's overseas assets through the Reserve Fund for Future Generations (RFFG), could easily be covered by income from overseas assets which, however, were never intended for this purpose.

Only about one-sixth of the accumulated deficit to 1995-96 has been spent on capital or development projects. The rest, 83.6 per cent, has been spent on salaries and subsidies for Kuwait's pampered citizens. Even Kuwait Petroleum Corporation (KPC), the flagship of Kuwait's oil wealth, "could run its marketing operations with six people and a fax machine", said a US-educated Kuwaiti banker. "Instead, it has a bureaucracy running into thousands."

Anomalies in the government's figures of public finance distort the state's cash-flow position. Some positive items are omitted. These include, firstly, the country's overseas assets managed by the Kuwait Investment Authority (KIA). The total of these is a closely-guarded secret, but they are understood to have been rebuilt to more than \$45bn since the 1990-91 Gulf war.

Second, up to the middle of last month, the KIA had also added - under the government's privatisation programme - \$1.7bn to its assets from the sale of state holdings in 17 companies. The KIA has yet to sell its holdings in another 26 companies.

Third, by the end of this year it will have paid off all of the 1991 \$6.5bn sovereign loan. This will reduce the country's external debt to just \$156m of US Export-Import Bank loans and \$67m of other export credit agency loans, according to KIA's ebullient managing director, Ali Rashaid Al-Bader. All external debts will have been repaid by 2001.

A fourth factor in the government's favour is that oil revenues for 1995-96 and 1996-97 are predicated on a price of \$13 a barrel, so windfall oil revenues are providing another "cushion of comfort" worth some \$3.5bn for the 12 months to last June.

Fifth, official revenue figures also omit dividends paid to the state by Kuwait Petroleum Corporation. In 1995, these amounted to \$2.4bn, more than twice the

previous year. KPC also has liquid assets of some \$13bn, according to the KIA. The central bank and the Kuwait Fund for Arab Economic Development also have deposits, cash balances and liquid securities amounting to some \$3bn.

Lastly, according to senior diplomats, many ministries do not spend their annual budget allocations.

However, even if all these mathematical plus-points are added together, they cannot hide the fault-line that is running through the country's economic structure. Worse, economists say, "the incremental cash perpetuates the illusion of well-being and adds to the national complacency".

There are also hidden cash debts, notably capital expenditure arising from the supplementary defence procurement budget. This amounts to KD3.5bn over a 10-year period from 1992 to 2002. Second, the government does not release estimates for annual inflation, which economists put at 2 to 3 per cent, because state salaries are index-linked. Any official acknowledgment of inflation would mean adding to the government's current expenditures beyond their present levels of some 50 per cent of GDP.

Economists and others say ministers' use of words such as "privatisation" and "economic restructuring" are empty slogans, and their statements "mere posturing". For their part, senior officials blame the outgoing National Assembly (parliament) for not having acted on draft proposals agreed by the government's Higher Committee for Economic and Financial Reform.

At the heart of the government's position is a determination not to be steamrollered into reforms. "Kuwait will not emulate privatisation plans followed by other countries," the finance minister, Nasser Al-Rodhan, was reported to have said at the end of October, except as they conformed to Kuwait's "capacity and circumstances". The IMF and the World Bank, he added, "lack experience in Kuwait, which is not a debtor country".

This announcement appears as a matter of record only. September 15th, 1996

EQUATE

Equate Petrochemical Co. K.S.C.C.

U.S.\$1,200,000,000

Senior Debt and Islamic Lease Facilities

Senior Debt Arranged by

Arab Banking Corporation (B.S.C.) Arab Petroleum Investments Corporation (APICORP)
 Chase Investment Bank Limited Citibank International plc
 Gulf International Bank B.S.C. Gulf Investment Corporation G.S.C.
 J.P. Morgan Securities Ltd. National Bank of Kuwait S.A.K.

Senior Debt Underwritten by

Alahli Bank of Kuwait (K.S.C.) Arab Banking Corporation (B.S.C.)
 The Arab Investment Company S.A.A. (TAIC) Burgan Bank S.A.K.
 Arab Petroleum Investments Corporation (APICORP) Citibank, N.A.
 The Chase Manhattan Bank The Gulf Bank K.S.C.
 The Commercial Bank of Kuwait S.A.K. Gulf Investment Corporation G.S.C.
 Gulf International Bank B.S.C. National Bank of Kuwait S.A.K.
 J.P. Morgan Securities Ltd.

Islamic Lease Facility Arranged and Underwritten by

Kuwait Finance House K.S.C.

Senior Lead Managers

Bayerische Vereinsbank AG The Bank of Kuwait and The Middle East K.S.C. The Sakura Bank, Limited
 The Sumitomo Bank, Limited Bank of Bahrain and Kuwait B.S.C. The Bank of Tokyo-Mitsubishi, Ltd.
 Banque Nationale de Paris CIBC Wood Gundy plc Commerzbank Aktiengesellschaft
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Berliner Bank Aktiengesellschaft The Dai-ichi Kangyo Bank, Limited Emirates Bank International PJSC, Dubai

Managers

Banca Commerciale Italiana, London Branch Bank of Scotland Export Development Corporation
 The Industrial Bank of Kuwait K.S.C. Kredietbank Project Finance
 The Long-Term Credit Bank of Japan, Limited Mediocredito Centrale S.p.A.
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Co-Managers

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 Arab International Bank, Cairo Banca Nazionale del Lavoro S.p.A./Eiffage S.p.A.
 DG Bank The Fuji Bank, Limited Istituto Bancario San Paolo di Torino SPA
 Deutsche Genossenschaftsbank Landesbank Rheinland-Pfalz Girozentrale Kuwait Real Estate Bank K.S.C.

Debt Trustee

Citicorp Trustee Company Limited

Islamic Tranche Lessor

Kuwait Finance House K.S.C.

Account Bank

Citibank, N.A.

Intercreditor Agent and Security Trustee

National Bank of Kuwait S.A.K.

Cookson exits pigment side

2 KUWAIT

Foreign affairs and defence • by Robin Allen

Cultivating the art of national survival

Kuwait could face a greater problem if US military attention was diverted

Gone are the heady days when Kuwait trumpeted the cause of pan-Arab nationalism and lambasted the west for its perceived bias against Arab countries. Kuwait's efforts are now directed at maintaining international - principally US - backing to confront the military threat from Iraq. Its foreign policy can be summarised as cultivating the art of survival.

Drawing from 35 years of experience which includes bitter memories of the August 1990 invasion, Kuwait remains unimpressed by Iraq's recognition two years ago of Kuwait's full sovereignty.

"Kuwait has to be very careful," warned one senior diplomat. "On no less than three occasions before they invaded, the Iraqis indicated Kuwait should consider ceding Bubiyan and Warbah islands at the approach to Iraq's Shatt Al-Arab waterway. The Iraqi claw keeps probing. Even now, shootings and raids across the borders continue every month. Under these conditions Kuwait's security is inextricably bound up with the west."

Another diplomat said: "Kuwait has no choice over its neighbours. There is a total block on any short-term improvement in relations with Iraq, although in the longer-term the government is very sensibly concerned that the west should forge a strategy that does more than simply react to Saddam Hussein's every move."

By contrast, Iran's policies, notably its military build-up, "worries Kuwait", diplomats say. "But Iran has to be dealt with by something closer to the European Union's 'critical dialogue' than by the US's approach of treating Iran as a pariah state."

Although the dark clouds hovering over the Amir's office in Bayan Palace have Iraq written all over them, "Kuwait does not have a personality obsession with Saddam Hussein. It is more fatalistic," said another senior diplomat. "We look at Iraq in much the same way as people in San Francisco regard the prospects of an earthquake. They know they are living on a fault-line," said Tarek Sultan, a Kuwaiti investment banker. "It does not stop them getting on with the business of living. We have to do the same."

Diplomats believe Kuwait

is better off now with a Saddam Hussein whose track-record is well known and speaks for itself, and who is being contained, than before the war when Iraq's rhetoric was more successful at hiding its real intentions. But they emphasise there are no hard guarantees that Kuwait will still be receiving the same level of allied military support in 10 years, so its strategy has to include encouraging Iraq to give up its claim.

For the time being, however, the thrust of Kuwait's foreign policy is focused on maintaining international support against Iraq at five levels:

- the US;
- the five permanent members of the UN Security Council, with all of whom, bar China, it has defence agreements;
- subscribers to the Damascus Declaration, which groups Gulf countries plus Syria and Egypt;
- collective security arrangements between the Gulf states themselves;
- Kuwait's own resources.

"There is a big gap between conceiving and implementing a defence programme"

The last three, senior Kuwaiti officials acknowledge, are for all practical purposes worthless without the first two. For the time being, at least, the US in particular, supported by Britain and France, have by their actions demonstrated they will not tolerate threats to Kuwait's territorial integrity. It remains, however, that Kuwait's problem could be greater if the US was called on to confront two military crises simultaneously, for example in the Gulf and the Korean peninsula.

Kuwait's defence policy and its defence strategy take this into account. The policy has three elements: good intelligence on Iraq's military intentions and capabilities; as much early warning as possible in order to mobilise and call in help so as to deter an Iraqi strike; and, as a last resort, rapid deployment of its own forces to contain an Iraqi advance and buy time until help arrives. Its defence strategy is dictated as much by lack of space as any other factor. Kuwait has to deploy its forces forward.

The local commander of US ground forces, General

Robert Ivany, pointed out that Iraq, using its rail network, can even now mobilise in a matter of days north of the border. Analysts agree, but say Iraq has limited ability, in terms of logistics and rations, to project and sustain an attack. Others point out that feeding his troops was never one of Saddam Hussein's priorities. "Either eat in Kuwait City or starve to death on the way there or on the way back" is much more Saddam Hussein's way of thinking, one diplomat observed drily.

To be effective, Kuwait's forward mobility pre-supposes a high degree of fitness and training among Kuwait's 25,000-strong armed forces. "Six years ago, Kuwait did not have any armed forces to speak of," one military analyst said. In 1992, however, it embarked on a 10-year programme to develop a credible defence.

Results are mixed at the half-way stage. In terms of re-equipment, it is becoming impressive enough. In terms of numbers and training, considerably less so. "There is a big gap between conception on the one hand and implementation and follow-through," said one senior diplomat cautiously. In other words, too much bureaucracy, too many officers, not enough motivation and too few soldiers.

Lack of manpower and motivation, the curse of oil-rich states, are abiding problems. The armed forces, who have to be Kuwaiti nationals, are not up to full strength. Kuwait has a pool of only some 100,000 of recruitable age to draw on. Diplomats say that unless the government cuts a deal with at least some of the 120,000 stateless "bidoon" who are deprived of citizenship - offering them nationality in return for a sustained period of loyal military service, for example - the manpower problem will persist.

The government imposes one-year conscription, but conscripts cannot learn to use Patriot missile systems or the computer technology in advanced battle tanks. Professional Kuwaiti soldiers are paid less than the police who receive about KD900 a month - who are paid less than the National Guard. A civilian bureaucrat can earn more, and lead a more comfortable life, than a soldier.

Kuwait's strategy is aimed at being able, by 2002, to "inflict considerable damage and hold up a concerted Iraqi attack for 48 hours", say western advisers. Their general, and generous, assessment is that Kuwait's political leaders will need to show more resolve if that target is to be achieved.



Politics • by Robin Allen

Now conciliation beckons

The newly-elected parliament is seen to be free of backward-looking obsessions

For the first time in more than 30 years, Kuwait has a National Assembly (parliament), elected for a four-year term last October. By a majority that may be more conciliatory than confrontational towards the government.

Kuwait is the only Gulf country to have an elected legislature - a source of great pride among Kuwaitis; of frequent irritation to the ruling Al-Sabah family; and bouts of apprehension from more authoritarian governments in neighbouring Bahrain and Saudi Arabia.

But parliamentary democracy is not a natural offspring of traditional tribal structure, even though Kuwait's was as much a trading society as a desert one. Not surprisingly, Kuwait's democracy has a chequered history.

Parliament exists as a basic right under the 1962 constitution agreed between the then ruler, Sheikh Abdullah Al-Saleh Al-Sabah, and the dominant members of the merchant community. Sheikh Abdullah, widely regarded as a "wise, liberal and generous man", was the father of today's crown prince and prime minister, Sheikh Saad Al-Abdullah Al-Sabah, who is not considered to possess all of his father's

qualities, but whose style is crucial when it comes to forging a working relationship with the National Assembly.

It is an irony of history, given the tenuous today on the Iraq-Kuwait border, that an important factor in the birth of democracy in Kuwait was the military threat from Iraq. But this was not sufficient to prevent early strife between parliament and government, mainly because grey areas in the constitution were exploited by successive governments to reinforce their control over political activity, and to enlarge the powers of the state at the expense of the more liberal spirit of the constitution.

On two occasions, in 1976 and 1986, parliament was dissolved amid mutual acrimony. In 1986, at a point when the Iran-Iraq war was coming perilously close to Kuwait's borders, a rebellious Assembly forced the resignation of the justice minister, Sheikh Salman Al-Duaj Al-Sabah, because of his alleged dealings in the unofficial and illegal Souk Al-Manakh stock market which had crashed three years before.

The humiliation heaped on a member of the ruling family was too much for the Amir, Sheikh Jaber Al-Ahmad Al-Sabah, particularly since parliament's unruly behaviour coincided with Iranian-inspired instability inside Kuwait itself, including an attempted assassination of the Amir.

What is now generally for-



Ahmad Al-Saadoun (left), whose re-election as Speaker is under challenge, another challenge (above) as women demonstrate in support of their claims for franchise; Shih MP Hussein Al-Qasbi (below) addresses the National Assembly



getten by the outside world, but remains vivid in the memories of Kuwaitis, is that parliament was still in abeyance when Iraq invaded Kuwait on August 2 1990. In January of that year, the government had had to use tear-gas to put down street rioters demanding the recall of parliament.

After liberation, the Amir and the prime minister delayed 18 months before reluctantly succumbing to the combined pressures of the US administration and Kuwaiti voters to allow elections for a new parliament. It did not help Kuwait's economic or political reconstruction that uppermost in the minds of MPs returned to parliament in the October 1992 elections, was the conviction that the government and ruling family were to blame for Kuwait's unpreparedness when Iraq invaded in August 1990. They were also held responsible for the general mismanagement of Kuwait's affairs for all of the previous six years.

So the parliament elected last October is seen as the first to be free of the backward-looking obsessions which have dominated much of the Assembly's time for the last four years. This could provide the government with a golden chance to push through its much-vaunted programme of economic reforms.

But no one can be sure. Kuwait's democracy is not exactly in the western mould. Franchise is restricted to 107,000 males aged over 21, some 15 per

cent of the national population who can prove their citizenship back to 1920, plus a few thousand who have been naturalised since the last elections in 1992. Women are not entitled to vote, although they make up more than 50 per cent of the national population of some 2,000,000 and 32 per cent of the national labour force.

Optimists base their hopes on the fact that government-backed candidates won 30 of the 50 seats in the general elections held on October 7.

With political parties as such banned, the MPs represent five main trends: a large group of "independents", many of them close to the ruling family; the Islamic Constitutional Movement; arch-conservatives under the "Salafi" banner; Shia members representing Kuwait's 30 per cent Shia population which receives much of its spiritual inspiration from Iran; and more liberal-minded members of the Kuwait Democratic Forum.

Half of the new parliament consists of re-elected MPs. Of the rest, 19 are first-time members and six have parliamentary experience from the 1990s.

According to western diplomats, many of the 30 or so "pro-government" members are "service MPs", whose primary concern is to ensure the government meets their constituents' immediate needs such as better roads and drainage, as well as to maintain existing cradle-to-the-grave welfare benefits, rather than to understand and support pri-

orities for economic restructuring.

Much of the Assembly's time so far has been spent in arguing who should be their Speaker - Ahmad Al-Saadoun, the incumbent and a long-time adversary of the government, and Jassem Al-Khorafi, a former finance minister and pro-government member, who lost the vote but is still challenging the re-election of Mr Al-Saadoun.

"The overriding priority now," said Suleiman Mutawa, a former planning and information minister, "is for parliament to act on the proposals put by the Higher Committee for Economic and Financial Reform. But the initiative has to come from the government." MPs in the previous parliament had initiated studies on the privatisation of telecommunications, "but stopped it half-way through because the government said it wanted to study things 'globally'."

A western diplomat said: "The only near-certainty is that with the approach of the new year holidays, followed by Ramadan (the Islamic holy month of fasting in daylight hours), and the National Day holidays in February, activity in both the government and the National Assembly will be rather subdued for several months."

All of which might tend towards a more passive relationship between government and parliament, or more time for MPs to argue among themselves.

Population and employment • by Robin Allen

A minority in their own country

All nationals expect to be paid, regardless of whether they actually work

At the outer security entrance to one government ministry stands a prefabricated hut of the kind used by contractors on building sites. Inside, barely visible through a thick haze of tobacco smoke, six bleary-eyed youths pass the time of day gossiping and flipping through magazines.

For a few hours each morning they are in charge of vetting the credentials of anyone wanting to enter the ministry. They manage, however, to disguise this simple fact by ignoring visitors, disclaiming any knowledge of senior officials, and declining to dial ministry extension numbers. Responsibility for preparing the chit, without which a visitor cannot pass through to the next stage of security, is shunted from one youth to another.

They are the public image of a new generation of Kuwait school-leavers, put into menial state jobs to satisfy ministerial assertions that unemployment among nationals does not exist. Even by the standards of this one ministry, which like its peers in other Gulf countries is not exactly known for its depth of talent, these six stand out as a grim

reminder that oil money and a cradle-to-the-grave welfare state system do not make for an educated people or a healthy society.

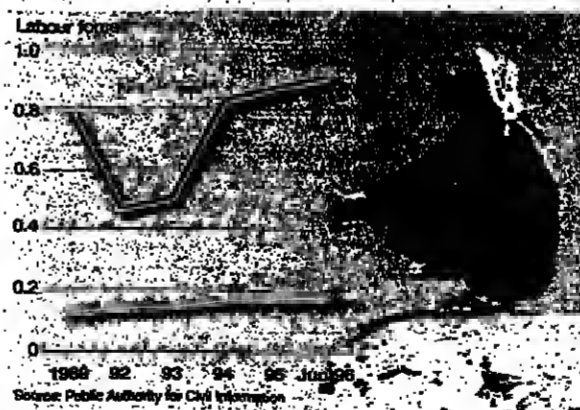
The existence of this sad phenomenon is amplified by Professor Rasha Al-Sabah, a niece of Kuwait's Amir Sheikh Jaber Al-Ahmad Al-Sabah, and an extraordinarily gifted and vibrant academic-turned-administrator, now under-secretary at the ministry of higher education.

Professor Rasha, (she uses the title "professor" in preference to the more traditional "Sheikha"), is a British and US-educated historian and linguist with a doctorate from Yale in medieval Italian and the works of Dante, Petrarca and Boccaccio.

While staunchly emphasising the government's serious intentions to stop the rot, she makes no bones about the social and labour ills confronting Kuwait. "Individual Kuwaitis have grown up convinced that the state exists to put on their nappies and to be their lives," she says. "Both individuals and the government have to look at a new educational system and labour structure which encourage self-reliance and promotes small private sector businesses."

Even official statistics, which many critics are quick to dismiss because they perennially mask unpleasant

Outlook is good - for Kuwaitis



realities, reveal some startling facts. They show, firstly, the actual and growing population imbalance between national and foreigner; second, the tiny numbers of Kuwaitis working in their own private sector; and third, the high percentages of Kuwaitis about to come onto the labour market to further increase the strains on the state budget.

Nationals made up less than 35 per cent of the total population of some 2m at the end of last June. The imbalance may be less serious now than in 1988, the last full year before the Iraqi invasion, when Kuwaitis were an even smaller minority - 27 per cent - in their own country. But the expatriate population is growing at more than twice the rate of the Kuwaiti.

The total labour force of just under 1.1m consists almost entirely of foreigners. Kuwaitis make up only 178,000 or 16.2 per cent, of the total. According to Al-Shalh Economic Consultants, this is "the lowest ratio ever registered". More than 82 per cent of those who work do so for the government.

Although national unemployment is officially put at a mere 1.4 per cent, "under-employment" - like the youths at the ministry - is reckoned by economists to be as much as 55 per cent. About 44 per cent of Kuwaitis are aged under 13 and about 60 per cent under 21. But education will receive only 8.36 per cent of the government's 1996-97 budget, while the state already spends almost 84 per cent of its annual budget on index-linked salaries and subsidies for its pampered

population. Inflation, and the arrival each year of some 7,000 school-leavers and university graduates onto the labour market, are pushing this figure inexorably upwards.

Annual allocations for the higher education ministry are only KD17.5m, less than one-third of the amounts allocated to each of the information ministry and the national guard. It is even less than the cabinet spends on its secretaries and support staff.

But statistics do not show the damage being inflicted on the moral fibre of the country by the presence of large numbers of unemployed Kuwaitis, dependent on the state for their survival. All nationals expect to be paid monthly salaries by the state regardless of their qualifications, or even whether they work. The central bank, according to its governor, Sheikh Salem, "has to spend between nine and 26 months giving English courses to graduates before they are qualified to join the staff. Meantime, we have to pay them as though they were full staff members."

Many of the graduates knocking at the doors of the central bank, according to Ahmad Al-Baghdadi, associate professor of political science at Kuwait University, are the cream of the university, a good example of some of the state's lopsided priorities.

This announcement appears as a matter of record only

Saudi Industrial Venture Capital Group
and
Arabian Chevron Petrochemical Company
have formed

Saudi Chevron Petrochemical Company

The undersigned acted as Financial Advisor to
Chevron Chemical Company in this transaction

البنك السعودي الدولي المحدود
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LONDON NEW YORK TOKYO

August 1996

حسين بن الصالح

Expansion
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■ Petrochemicals • by Robert Corzine

Expansion is the aim

Development of this market may prove useful if oil revenues slide

Kuwait has been relatively slow off the mark, compared with other Gulf oil producers, to develop its petrochemical industry. But officials say they are keen to accelerate the pace of expansion, with work currently under way on a new preliminary strategic blueprint for the sector.

For most of its 33-year history, Kuwait's Petrochemical Industries Company (PIC) has been mainly a manufacturer of relatively low-value products such as urea, ammoniac and fertiliser for export. Its move upmarket to higher-value products is based on the \$2bn Equate ethylene glycol and polyethylene joint venture with Union Carbide of the US, now under construction, and a proposed \$1bn-plus aromatics plant which is under study.

Officials say the strategic decision to move more deeply into petrochemicals fits in well with PIC's overall desire to boost the value of Kuwait's crude oil

resources. The ethane gas that will feed Equate's 650,000-tonnes-a-year ethylene cracker will come from the group's liquefied petroleum gas plant at the nearby Mina Al-Ahmad refinery complex.

Issa Al-Mazidi, the oil minister, notes that a deeper involvement in petrochemicals should also help protect Kuwait revenues should the price of crude oil fall.

The competitive advantage of Equate and the other petrochemical projects under study lies in the low cost base. "With olefins and aromatics setting a base we will be the cheapest producer in the Gulf," says Abdullatif Al Haddad, PIC's deputy chairman.

The main markets for the plant's output will be Asia and Europe. But PIC officials acknowledge that, unlike its crude oil and refined products businesses, Kuwait does not have any relevant commercial experience in selling such products in complex world markets.

Officials say they cannot rule out the possibility that Kuwait might in future tackle petrochemical projects without a foreign partner. Last month, joint venture talks between PIC and

Amoco, the big US oil group, on a \$1bn-plus aromatics scheme to manufacture paraxylene, benzene and toluene were called off. At the time, PIC executives said other potential partners had come forward, although one option was for Kuwait to proceed on its own.

Officials say the nature of the petrochemical industry is such that they are not seeking a single strategic relationship with a western chemical company. "Union Carbide, for example, is not interested in aromatics," notes Mr Al-Haddad.

Future PIC projects will probably be based on similar debt and equity financial arrangements as those put in place for Equate.

Although talks with the US Exim Bank failed to reach an agreement, PIC was able to raise more than \$1bn through a consortium that included six Kuwaiti commercial banks, a Kuwaiti Islamic bank, three US banks and five regional banking and investment groups. It was the first major project in Kuwait to be funded in such a way.

Further progress on the aromatics plant to be built alongside Equate awaits the completion of a detailed feasibility study. But offi-

cialists say work should proceed quickly if the project is given the go-ahead.

There has been considerable progress this year on a smaller petrochemical scheme. Work on a \$160m polypropylene plant is said to be at the half-way stage, with completion expected next summer.

As with all major projects in Kuwait, Equate will be judged not just on its financial performance but on whether it serves the wider national goal of providing additional jobs for Kuwaitis. The process of "Kuwaitisation" is well under way, says Mr Al-Haddad. At present a quarter of the Equate workforce are Kuwaiti nationals.

But finding suitable Kuwaitis has proved to be a problem, according to Mr Al-Haddad. "We just don't have enough Kuwaitis with the right qualifications," he said. Union Carbide has agreed to a large-scale training programme for Kuwaitis.

Although PIC's emphasis is on its domestic expansion, officials say they cannot rule out making some future investments abroad. "I see no reason why not if it serves our strategic purpose," said Mr Al-Haddad.

■ Oil • by Robert Corzine

Scars of war remain

Permission is being sought to raise production to finance rehabilitation of the industry

The damage caused to Kuwait's oil industry during the Iraqi occupation has been largely repaired, but the sector still bears the scars of the ordeal, officials say.

Last month, Issa Al-Mazidi, the newly-appointed Kuwaiti oil minister, said the country, which currently produces 2m barrels a day, was keen to secure "a just production level" close to its capacity, which he claimed was 2.5m b/d.

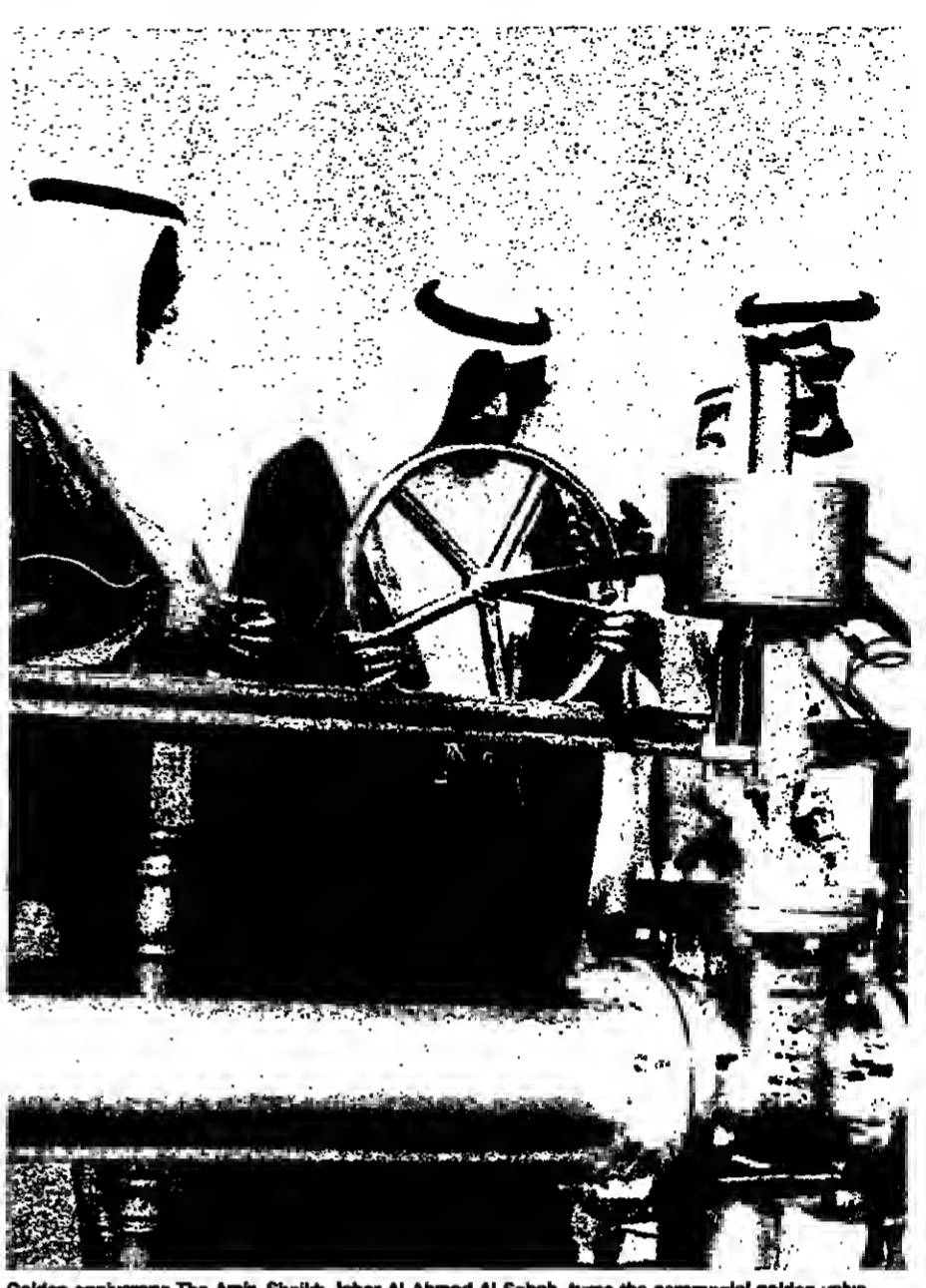
"We believe Kuwait should have a just quota or a right to produce above the Opec ceiling," he said at the end of the group's Vienna meeting. The higher quota was needed because Kuwait still had to make large capital investments as part of the rehabilitation of its oil sector.

The timing of his statement, just days after Iraq dropped all opposition to the United Nations oil-for-food plan, was an indication of Kuwait's sensitivity to events in bigger, neighbouring oil producers.

"Kuwait has to decide if it wants to continue to play with the big boys in Opec," says one observer of the industry. To do so it will have to expand its surplus capacity even further. Present plans call for capacity of around 3m b/d over the next five years or so.

But it is also considering whether to match the rise in crude capacity with an increase in refining capacity. Hani Hussein, head of marketing at Kuwait Petroleum Corporation (KPC), says the company is fully committed to "going full blast and building a very sophisticated and competitive refining operation that will offer superior, sustainable performance".

The upgrading involves a small increase in the company's domestic refining capacity. "But we will have to



Golden anniversary: The Amir, Sheikh Jaber Al-Ahmad Al-Sabah, turns the ceremonial golden valve earlier this year to mark 50 years of Kuwaiti oil exports

look long and hard at the next step, whether we add major capacity," said Mr Hussein.

Plans to build three Asian refineries - in India, Thailand and Pakistan - are at various stages of study or agreement. All would run on Kuwaiti crude, a prerequisite to new foreign investments in the energy field, according to KPC executives.

Kuwait's recent sale of its interests in Santa Fe, the North Sea oil explorer, for \$1.2bn was part of the realignment of foreign oil investments by KPC, and does not herald a withdrawal of Kuwait from overseas energy interests, say officials.

"The North Sea assets were non-core, and not of strategic importance to

Kuwait," according to Seham Rezouki, KPC's managing director in charge of finance, administration and external relations.

But the Santa Fe sale does reflect a new focus. It requires that future investments abroad be linked directly to Kuwait's oil production, either by securing market share or by adding value to the crude oil.

■ Banking • by Robin Allen

Mixed report on recovery

Growth outside retail and import business has remained stubbornly slow

Kuwait's banking sector has continued its post-Gulf war recovery, sustained by renewed US commitments to local and regional stability. However, balance sheet growth relies even more heavily on lending to the government, and to consumers for their personal needs, than it did in 1989 before the Iraqi invasion.

Recovery outside the traditional retail and import business remains slow. Too often, as Moody's - the credit rating agency - points out in its latest review of one local bank, management has suffered from "constant interference by shareholders", which prevents bank executives from making necessary changes.

By the end of last September, commercial banks' total assets were still only 1 per cent above their pre-war level of seven years ago, and bank loans to private-sector customers only 60 per cent of their 1989 levels.

According to the central bank, total bank loans for private-sector capital investment has fallen by 17.3 per cent so far this year compared with 1995, and is less than half what it was in 1989.

The government is still by far the largest single bank customer. By the end of the third quarter this year, claims on the government in the form of the so-called Difficult Debt bonds, and other conventional, public debt

instruments amounted to KID4.7bn, or 42.3 per cent of total assets, compared with 10.8 per cent in 1989. Claims on the private sector made up another 30 per cent of banks' total assets, while banks' foreign assets comprised a further 19 per cent.

The degree of Kuwaitis' dependence on the government, the individual's "lender of last resort", may be declining. But the fallout from the 1982 crash of the unofficial, and officially illegal, stock market known as the Souk Al-menakh, is still evident.

When the edifice of postdated cheques collapsed it left Kuwaitis, including some members of the ruling family, with some \$92bn of debts. Many cheques cancelled each other out. But the net indebtedness of some \$22bn, and the collapse of confidence that ensued, tore the heart out of Kuwait's private sector economy.

The effect of the Difficult Debts Settlement Programme (DDSP), started in July 1992, has been felt in two main areas, the central bank governor, says Sheikh Salem Al-Sabah.

Firstly, the banking system "is now completely free of this problem". Banks have replaced their debts with government bonds which yield about 5.5 per cent. "What is more encouraging," Sheikh Salem said, "is that for the past 18 months most of the banks' income has been coming from business they generated themselves rather than from government bonds. Their net profitability has increased by almost 33 per cent, and is at its highest level since 1984."

Second, debtors themselves have now accepted that settlement under the government's plan is their only option if they are not to be taken to court.

Since last year, 83 per cent of the 10,423 debtors have either settled in full at a discount or have met the government's terms to repay by instalments. The government is taking 741 debtors to court, but is vague about how it is treating the remainder.

The return of stability and a measure of confidence has persuaded all banks to increase their capital, particularly for new teenage depositors among the 60 per cent of the national population aged under 20.

Kuwait Finance House (KFH), an Islamic bank, has successfully exploited a growing desire among nationals to invest their money according to Islamic principles. With only marginal increases in capital and assets, KFH emerged last year as the most successful bank in the Gulf in terms of return on equity.

National Bank of Kuwait (NBK), nearly three times as large as its nearest rival, Gulf Bank, in terms of assets, customer and capital base, continues to be the sole Kuwaiti bank of international stature. But Gulf Bank can claim a higher return on assets in the first half of this year.

It is, however, NBK that for many months led a solitary and ultimately successful campaign to put Kuwait and regional banks on the international banking map. Its leadership in edging out the US's Export-Import Bank

to put together the \$1.2bn syndicated loan to build the Equate petrochemical complex was an example of what Gulf banks can do to exploit regional capital markets for a self-sustaining regional industrial venture.

There have been other syndicated loans to finance Gulf countries' oil and gas-based industries, but none led by a local bank for a venture as large as Equate.

In the end, Kuwaiti and Gulf banks' total direct and indirect exposure totalled nearly \$2bn. NBK, joined by local banks, arranged a further \$150m of working capital finance. In addition, NBK and the Gulf Investment Corporation group underwrote \$540m of political risk insurance for the stake held by Union Carbide.

The syndication demonstrated that Arab regional banks could work together to raise both Islamic and conventional finance for Gulf industry. "This is where the future is for Gulf regional banking, in non-re-course project finance rather than equity finance," said one senior banker. "On a green field pre-construction project it is very difficult to sell equity finance. But the economics of the project have to stand up. Project finance is even more applicable for utility and other state infrastructure projects where uncertainties over product pricing make it very difficult to raise equity."

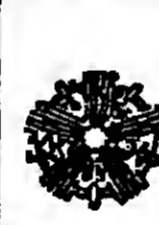
So far, however, NBK's role in Equate has not been followed up, and Kuwait's banks have yet to demonstrate they can establish and sustain a leading role in the development of regional capital markets.




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KUWAIT FUND FOR ARAB ECONOMIC DEVELOPMENT



Established: 31/12/1961
Purpose: To assist Arab and other developing countries in developing their economies, particularly by providing them with loans and grants required to facilitate the implementation of their development programmes.

	(U.S. \$ Million) As of 30/11/1996
Statutory Capital	6600
Paid-up capital	6100
Reserves	3100
Loan Commitments	8482
Total Disbursement of Loans	6042
Total Repayment of Loans	2590
Amount of Technical Assistance	144
Contributions to Development Institutions (Paid-up)	716
Number of Loans	503
Number of Beneficiary Countries (Loans)	83
Number of Technical Assistance	163
Number of Beneficiary Countries and Institutions (Technical Assistance)	74

Geographical Distribution of the Loans

Sectoral Distribution of the Loans

INTERNATIONAL CAPITAL MARKETS

Fall in Treasuries drags down Europe

GOVERNMENT BONDS

By Lisa Branstetter in New York and Samer Iskandar and Richard Adams in London

US Treasury prices tumbled yesterday, sparked by overnight selling on Asian and European markets, and dragged most European markets down in their wake.

Traders said this large amount of corporates debt issued in recent sessions had combined with the comments from Mr Alan Greenspan, the chairman of the US Federal Reserve, to provide investors with an excuse to sell.

He said he had seen aggressive hedge fund selling and had heard about more selling from other dealers.

Mr Keith Edmonds, senior analyst at IBI International in London, pointed out that although Japanese institutions were not selling foreign bonds, capital flows from Japan into overseas markets were nonetheless diminishing from their recent peaks.

Mr Kevin Adams, a gilt strategist at BZW in London, said that only two events were likely to raise gilts out of their current trading range.

The first was the possibility of buying by UK investment funds reinvesting profits from the equities market.

Argentina acts to broaden its investor base

By David Pilling in Buenos Aires

Argentina this week issued a flurry of paper, including its first international offer of peso-denominated debt and a \$500m domestic auction of two-year treasury notes.

Mr Jerome Booth of ANZ Bank in London. "But as time goes on people see less and less risk of a change in economic policy."

Vote of confidence for Crédit Local de France

INTERNATIONAL BONDS

By Conner Middelmann

A FF70bn issue by Crédit Local de France, the French bank specialising in public sector borrowing, was a highlight in dealings on the euromarkets yesterday.

The bonds were priced to yield 10 basis points over Treasuries, the same as the borrower's last four-year offering in late October.

The dollar sector saw a novel structure: \$100m of step-up, floating, non-cumulative, floating-rate preference shares for BNY Capital Finance, an offshoot of Banco Portugues de Investimento.

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Spread, Bookrunner. Includes entries for US Dollar, GTR MT, and various international issuers.

Master Trust came to the dollar sector with a \$478.8m global asset-backed transaction, its first with a European listing.

WORLD BOND PRICES

Table of benchmark government bonds for Australia, Austria, Belgium, Canada, Denmark, France, Germany, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, and US Treasury.

UK indices

Table showing UK indices: FTSE 100, FTSE 250, FTSE 1000, and various sector indices.

FTSE Actuaries Govt. Securities

Table of FTSE Actuaries Govt. Securities yields for various maturities and coupon rates.

UK indices

Table of UK indices: FTSE 100, FTSE 250, FTSE 1000, and various sector indices.

US INTEREST RATES

Table of US interest rates for Treasury Bills and Treasury Notes.

Spain

Table of Spanish bond futures prices for various maturities.

Japan

Table of Japanese government bond futures prices.

Germany

Table of German government bond futures prices.

FT/ISMA INTERNATIONAL BOND SERVICE

Table of international bond service listings for various countries and currencies.

FT Fixed Interest Indices

Table of FT Fixed Interest Indices for various bond categories.

France

Table of French government bond futures prices.

Germany

Table of German government bond futures prices.

Japan

Table of Japanese government bond futures prices.

UK Gilts Prices

Table of UK Gilts prices for various maturities.

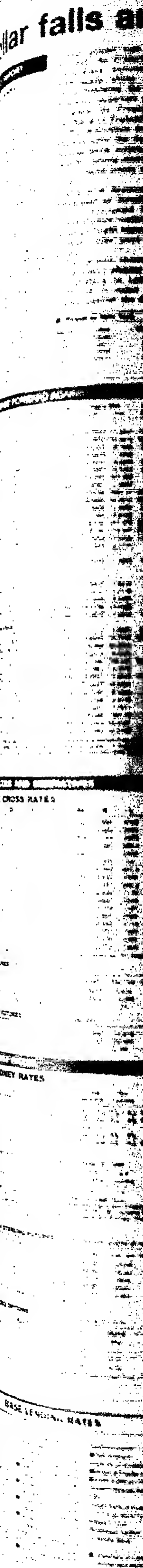
Other Fixed Interest

Table of other fixed interest rates for various instruments.

Convertible Bonds

Table of convertible bond prices and yields.

Large table of market data including bond yields, interest rates, and other financial metrics.



CURRENCIES AND MONEY

Dollar falls amid asset market nervousness

MARKETS REPORT

By Graham Bowley

The dollar weakened on the foreign exchange yesterday amid profit-taking and renewed nervousness in world asset markets about the direction of US interest rates.

The US currency fell against both the D-Mark and yen as speculation resurfaced that US interest rates might be raised soon, prompting further big declines in US bond and equity prices.

The pound lost ground against the D-Mark as no immediate announcement was made about interest rates following the regular monthly monetary meeting between the Treasury and the Bank of England.

The Australian dollar fell sharply after the Australian central bank surprised markets by cutting interest rates by 50 basis points to 6 per cent.

The New Zealand dollar weakened as investors and traders anticipated that the country's new coalition government might begin cutting interest rates more aggressively.

The dollar finished in London more than a penny down against the D-Mark at DM1.5412. It finished at ¥112.85 against the yen.

Calm was restored to world currency and asset markets earlier this week following last week's downward lurch.

But this was shattered again yesterday as investors once more began to speculate that the US authorities might be planning a pre-emptive rise in US interest rates.



The D-Mark/Dollar exchange rate

"There is a lot of interest in the real activity indicators given the market's belief that the US economy is slowing," she said.

A rise in US interest rates to head off inflationary pressures in the US would reverse some of the capital flows currently being used to finance large current account deficits in some countries.

There is growing uncertainty about whether countries will agree details of the proposed stability pact at the meeting.

Analysts did not rule out the possibility that Mr Kenneth Clarke, the UK chancellor, decided to raise interest rates following his meeting yesterday with Mr Eddie George, governor of the Bank of England.

But the Bank signalled no immediate change of rates yesterday. Most analysts said the market would now have to wait until next year for the next rise in rates.

Rates are currently at 5 per cent.

Mr Kenyon, international economist at HSBC Markets in London, said attention today would focus on US consumer data and, more importantly, US retail sales figures.

The debate over the future shape of the proposed Euro...

Other currencies...

For the latest market update, ring FT Cityline on +44 900 209900.

WORLD INTEREST RATES

Table of money rates for various countries including Belgium, France, Germany, Ireland, Italy, Netherlands, Switzerland, and Japan. Columns include country, rate, and unit.

EURO CURRENCY INTEREST RATES

Table of Euro currency interest rates for various countries including Belgium, Denmark, D-Mark, Dutch Guilder, French Franc, Portuguese Escudo, Spanish Peseta, US Dollar, Swiss Franc, Yen, and Asian Dollar. Columns include country, rate, and unit.

POUND SPOT FORWARD AGAINST THE POUND

Table showing Pound Spot Forward Against the Pound for various countries and currencies. Columns include country, rate, and unit.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing Dollar Spot Forward Against the Dollar for various countries and currencies. Columns include country, rate, and unit.

CROSS RATES AND DERIVATIVES

Table of Exchange Cross Rates for various countries and currencies. Columns include country, rate, and unit.

JAPANESE YEN FUTURES (JYF) Yen 125,000 per 100

Table of Japanese Yen Futures (JYF) for various months. Columns include date, rate, and unit.

STERLING FUTURES (SFF) £125,000 per £1

Table of Sterling Futures (SFF) for various months. Columns include date, rate, and unit.

EUROPEAN CURRENCY UNIT RATES

Table of European Currency Unit (ECU) rates for various countries. Columns include country, rate, and unit.

UK INTEREST RATES

Table of UK Interest Rates for various terms and instruments. Columns include instrument, rate, and unit.

PHILADELPHIA SE 2/8S OPTIONS \$21,250 (cents per pound)

Table of Philadelphia SE 2/8S Options for various months. Columns include date, rate, and unit.

PHILADELPHIA SE 3/11 PUTS \$11 (cents per pound)

Table of Philadelphia SE 3/11 Puts for various months. Columns include date, rate, and unit.

BASE LENDING RATES

Table of Base Lending Rates for various banks and currencies. Columns include bank, rate, and unit.

SHORT STERLING FUTURES (SFF) £500,000 points of 100%

Table of Short Sterling Futures (SFF) for various months. Columns include date, rate, and unit.

MEMBERS OF LONDON ASSOCIATION

Table listing members of the London Association for various banks. Columns include bank name and address.

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Argentina... to broaden its investor base

JAVIER LEO

BERKELEY FUTURES LIMITED advertisement with contact information for London and New York.

Union Futures advertisement with contact information for London.

Market-Eye advertisement with contact information for London.

FAST 64 BIT SATELLITE TECHNOLOGY advertisement for real-time data.

KNIGHT-RIDDER'S FUTURES MARKET DATABANK FROM \$570 advertisement.

WANT TO KNOW A SECRET? advertisement for a trading system.

SHARES - TAX FREE advertisement with contact information.

Fast Bills advertisement with contact information.

OFFSHORE COMPANIES advertisement with contact information.

MURFACE advertisement with contact information.

Weekly Petroleum Argus advertisement with contact information.

REPUBLIC OF SLOVENIA advertisement for floating rate securities.

REPUBLIC OF SLOVENIA advertisement for floating rate securities.

REPUBLIC OF SLOVENIA advertisement for floating rate securities.

REPUBLIC OF SLOVENIA advertisement for floating rate securities.

REPUBLIC OF SLOVENIA advertisement for floating rate securities.

GNI advertisement with contact information.

£ surges - Quickly advertisement with contact information.

THE FT GUIDE TO WORLD CURRENCIES advertisement.

INFORMATION ON advertisement with contact information.

Your 'one stop' Brokerage connection advertisement.

Linnco advertisement with contact information.

COMMODITIES AND AGRICULTURE

Dutch solve puzzle of the 'missing' copper

By Kenneth Gooding, Mining Correspondent

The Netherlands' Statistical Office yesterday admitted that its data on the flow of copper to and from Rotterdam was flawed.

Bureau of Metal Statistics, on which many analysts rely for their raw material, suggested there might be substantial stocks of copper in Rotterdam not reported in any official statistics.

This idea found little support among traders and analysts but the bureau's remarks, coming in the wake of the Sumitomo copper trading scandal, caused a brief flurry in copper prices.

There was some speculation that the stocks might have been built up by Mr Yasuo Hamanaka, the copper trader who Sumitomo says

was standing by that assertion and that at one time there probably was more than 100,000 tonnes of unreported stock in Rotterdam.

Iraq factor lifts wheat prices

By Laurie Morse in Chicago and Maggie Ury in London

Anticipation that Iraq would return to world wheat markets as part of the UN aid-for-oil programme helped support wheat futures prices on the Chicago Board of Trade yesterday.

Agriculture has projected that Iraq will import 1m tonnes of wheat in the 1996-97 marketing year from all origins. Traders expect that estimate to rise in today's report from the agency.

Competition weakens gasoline

By Deborah Hargreaves

Gasoline and heating oil prices skidded yesterday amid declines across the oil market. The gasoline market looks vulnerable to a long-term price fall, especially in Europe where there is widespread over-capacity.



Gasoline is the problem product in European refining

barrels a day and has hovered around 2.8m to 2.9m b/d mark since then - it only takes a small drop in consumption to push the market out of balance.

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Table of base metal prices including Aluminum, Copper, Lead, Nickel, Tin, Zinc, and various grades of copper and aluminum.

Precious Metals continued

GOLD COMEX (100 Troy oz \$/troy oz)

Table of gold prices with columns for date, price change, high, low, and open.

PLATINUM NYMEX (50 Troy oz \$/troy oz)

Table of platinum prices with columns for date, price change, high, low, and open.

PALLADIUM NYMEX (100 Troy oz \$/troy oz)

Table of palladium prices with columns for date, price change, high, low, and open.

SILVER COMEX (5,000 Troy oz \$/troy oz)

Table of silver prices with columns for date, price change, high, low, and open.

ENERGY

CRUDE OIL NYMEX (1,000 barrels \$/barrel)

Table of crude oil prices with columns for date, price change, high, low, and open.

CRUDE OIL IPE (\$/barrel)

Table of crude oil IPE prices with columns for date, price change, high, low, and open.

HEATING OIL NYMEX (\$/gallon)

Table of heating oil prices with columns for date, price change, high, low, and open.

NATURAL GAS NYMEX (\$/MMBtu)

Table of natural gas prices with columns for date, price change, high, low, and open.

UNLEADED GASOLINE NYMEX (\$/gallon)

Table of unleaded gasoline prices with columns for date, price change, high, low, and open.

GRAINS AND OIL SEEDS

WHEAT LIFE (\$/cwt)

Table of wheat prices with columns for date, price change, high, low, and open.

WHEAT CBT (\$/cwt)

Table of wheat CBT prices with columns for date, price change, high, low, and open.

MAIZE CBT (\$/cwt)

Table of maize CBT prices with columns for date, price change, high, low, and open.

BARLEY LIFE (\$/cwt)

Table of barley prices with columns for date, price change, high, low, and open.

SOYABEAN OIL CBT (\$/cwt)

Table of soybean oil CBT prices with columns for date, price change, high, low, and open.

SOYABEAN MEAL CBT (\$/cwt)

Table of soybean meal CBT prices with columns for date, price change, high, low, and open.

POTATOES LIFE (\$/cwt)

Table of potato prices with columns for date, price change, high, low, and open.

FREIGHT BIFFED LIFE (\$/cwt)

Table of freight prices with columns for date, price change, high, low, and open.

SOFTS

COCOA LIFFE (\$/tonne)

Table of cocoa prices with columns for date, price change, high, low, and open.

COCOA COTCO (10 tonnes \$/tonne)

Table of cocoa COTCO prices with columns for date, price change, high, low, and open.

COCOA (COC) (\$/cwt)

Table of cocoa (COC) prices with columns for date, price change, high, low, and open.

COFFEE LIFFE (\$/tonne)

Table of coffee prices with columns for date, price change, high, low, and open.

COFFEE NY COTCO (\$/cwt)

Table of coffee NY COTCO prices with columns for date, price change, high, low, and open.

COFFEE (COC) (\$/cwt)

Table of coffee (COC) prices with columns for date, price change, high, low, and open.

WHITE SUGAR LIFFE (\$/tonne)

Table of white sugar prices with columns for date, price change, high, low, and open.

SUGAR NY COTCO (\$/cwt)

Table of sugar NY COTCO prices with columns for date, price change, high, low, and open.

SUGAR NY COTCO (\$/cwt)

Table of sugar NY COTCO prices with columns for date, price change, high, low, and open.

ORANGE JUICE NYCE (\$/cwt)

Table of orange juice prices with columns for date, price change, high, low, and open.

REUTERS (BASE: 199/91 = 100)

Table of Reuters index prices with columns for date, price change, high, low, and open.

CRB PAGES (BASE: 1987 = 100)

Table of CRB index prices with columns for date, price change, high, low, and open.

CRB SPOT (BASE: 1970 = 100)

Table of CRB spot index prices with columns for date, price change, high, low, and open.

MEAT AND LIVESTOCK

LIVE CATTLE CME (40,000 lbs \$/cwt)

Table of live cattle prices with columns for date, price change, high, low, and open.

LIVE HOGS CME (40,000 lbs \$/cwt)

Table of live hogs prices with columns for date, price change, high, low, and open.

PORK BELT CME (40,000 lbs \$/cwt)

Table of pork belt prices with columns for date, price change, high, low, and open.

LEAN HOGS CME (40,000 lbs \$/cwt)

Table of lean hogs prices with columns for date, price change, high, low, and open.

WHEAT NYCE (\$/cwt)

Table of wheat NYCE prices with columns for date, price change, high, low, and open.

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WHEAT NYCE (\$/cwt)

Table of wheat NYCE prices with columns for date, price change, high, low, and open.

COMMODITIES NEWS DIGEST

Challenge to NZ apple board fails

A determined bid by a New Zealand apple grower to break the country's marketing board monopoly on exporting fruit has failed. The New Zealand Apple and Pear Marketing Board has refused to allow the export of the 1.5m apple crop from Applefields, a South Island grower.

Mining investment to rise

Investment by the Australian mining industry is expected to rise strongly in 1996-97, to around A\$5.64bn (US\$4.32bn). But exploration expenditure within Australia is forecast to be flat, and the number of people employed directly in the industry is likely to decline, as more mining companies turn to contractors.

NSW coal mine sold

Kembla Coal & Coke, the Australian coalmining offshoot of the large RTZ-CBA resources group, has agreed to sell its Talmore mine in New South Wales, to Austral Coal, for an undisclosed sum. The Anglo-Australian mining group said last June it was putting KCC's two NSW mines up for auction, following several years of disappointing performance.

JOTTER PAD

Advertisement for 'SPREADER' featuring a crossword puzzle and a jotted list of items.

CROSSWORD

No.9,249 SET BY VIXEN

A crossword puzzle grid with clues for both across and down words.

A collection of short news items and puzzles, including a 'Jotter Pad' and a 'Crossword'.

A large vertical advertisement on the right side of the page, featuring various text and graphics.

Offshore Funds and Insurance

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

LUXEMBOURG (SIB RECOGNISED)

Table listing various Luxembourg funds including categories like Equity Funds, Bond Funds, and Money Market Funds. Each entry includes the fund name, its SICAV status, and performance metrics.

FT MANAGED FUNDS SERVICE

Table listing various FT Managed Funds including categories like Equity Funds, Bond Funds, and Money Market Funds. Each entry includes the fund name, its SICAV status, and performance metrics.

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FT MANAGED FUNDS SERVICE

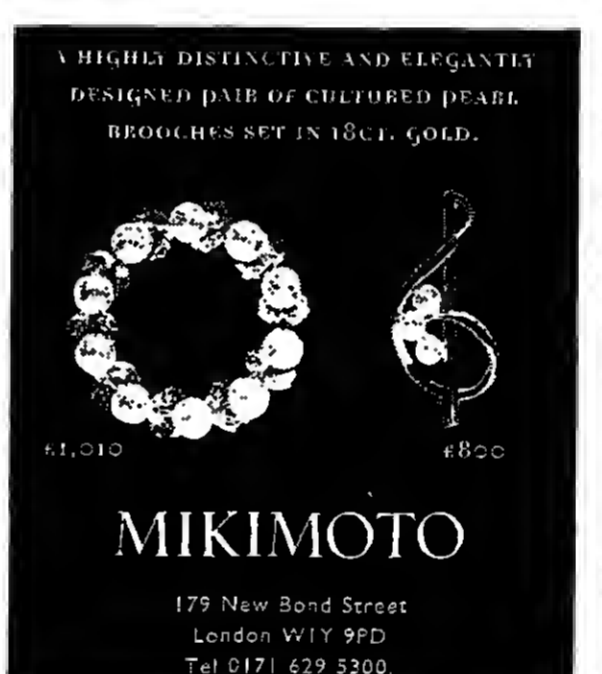
Table listing various FT Managed Funds including categories like Equity Funds, Bond Funds, and Money Market Funds. Each entry includes the fund name, its SICAV status, and performance metrics.



FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 771) 873 4378 for more details.

Main table containing fund names, prices, and performance metrics. Includes sub-sections for 'OTHER OFFSHORE FUNDS' and 'MANAGED FUNDS NOTES'.



179 New Bond Street London W1Y 9DF Tel 0171 629 3300

OTHER OFFSHORE FUNDS

Table listing various offshore funds with their respective prices and details.

MANAGED FUNDS NOTES: This section provides detailed information and disclaimers regarding the managed funds listed in the table.

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INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for name, price, and change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for name, price, and change.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for name, price, and change.

LIFE ASSURANCE - Cont.

Table listing life assurance companies with columns for name, price, and change.

MEDIA

Table listing media companies with columns for name, price, and change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for name, price, and change.

OIL, INTEGRATED

Table listing integrated oil companies with columns for name, price, and change.

OTHER FINANCIAL

Table listing other financial companies with columns for name, price, and change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for name, price, and change.

PAPER, PACKAGING & PRINTING - Cont.

Table listing paper, packaging, and printing companies (continued) with columns for name, price, and change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for name, price, and change.

PROPERTY

Table listing property companies with columns for name, price, and change.

Advertisement for Mappin & Webb watches featuring a Rolex Oyster Perpetual Lady-Datejust watch. Text: 'THIS CHRISTMAS TELL HER YOU LOVE HER EVERY MINUTE. ROLEX OYSTER PERPETUAL LADY-DATEJUST, £2,600. BRANCHES NATIONWIDE. FLASHIP STORE AT 170 REGENT STREET, LONDON. TELEPHONE 0171 794 9801. MAPPIN & WEBB'

PROPERTY - Cont.

Table listing property companies (continued) with columns for name, price, and change.

RETAILERS, FOOD

Table listing retailers and food companies with columns for name, price, and change.

RETAILERS, GENERAL

Table listing general retailers with columns for name, price, and change.

SUPPORT SERVICES

Table listing support services companies with columns for name, price, and change.

Table listing support services companies (continued) with columns for name, price, and change.

SUPPORT SERVICES - Cont.

Table listing support services companies (continued) with columns for name, price, and change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for name, price, and change.

TEXTILES & APPAREL - Cont.

Table listing textiles and apparel companies (continued) with columns for name, price, and change.

TOBACCO

Table listing tobacco companies with columns for name, price, and change.

TRANSPORT

Table listing transport companies with columns for name, price, and change.

WATER

Table listing water companies with columns for name, price, and change.

AIM

Table listing companies on the Alternative Investment Market (AIM) with columns for name, price, and change.

AIM - Cont.

Table listing AIM companies (continued) with columns for name, price, and change.

AMERICANS

Table listing American companies with columns for name, price, and change.

CANADIANS

Table listing Canadian companies with columns for name, price, and change.

SOUTH AFRICANS

Table listing South African companies with columns for name, price, and change.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service. This section provides detailed information about the service, including how to use the data, subscription rates, and contact details for Mappin & Webb.

LONDON STOCK EXCHANGE

Wall St fear factor returns to haunt Footsie

MARKETS REPORT

By Steve Thompson, UK Stock Market Editor

A second wave of extreme nervousness about the vulnerability of Wall Street hit European stock markets yesterday driving UK stocks sharply lower.

trouble and having to sell assets in the UK and US to alleviate its problems. Suggestions that a profit warning from IBM, the computer giant, could be imminent, were largely shrugged aside, but not before it caused additional unease.

Alan Greenspan, chairman of the US Federal Reserve, but it went into a tailspin yesterday, closing a net 53.2, or 1.3 per cent, lower at 3,892.5.

Street would open weakly proved correct. The Dow Jones of 93 points within 30 minutes of the start of trading, rallied briefly, and then continued its slide, posting a three-figure fall just before London closed.

One of the more worrying signals emanating from London was the recent increase in turnover levels. At the 8pm count, some 830,000 shares had changed hands, similar to Tuesday's figure and well ahead of Monday's and last Friday's, suggesting, some dealers said, that the institutions had started to lighten weightings in UK stocks.



Indices and ratios table with columns for Index Name, Value, Change, and Ratio.

Best performing sectors and Worst performing sectors tables.

Heavy action in Gas

British Gas showed surprising resilience as traders began to note the serious underweight position of some big investment institutions.

Mercury Asset Management, one of the UK's highest fund managers, holds 3.7% of UK equities - 4 per cent of the UK market. However, including the shares held through Mercury nominees, it has only 1 per cent of British Gas.

gives institutions who are underweight reason for another look at the shares." Yesterday, Gas was steady at 218 1/2p and the most heavily traded stock in the Footsie with 19m shares changing hands.

Materials company Cookson Group regained some of the earlier losses as the market focused on news that it had sold its pigments business to Hoechst Celanese, part of Swiss chemicals giant Hoechst.

At the end of the session, shares in the group were down just 6 1/2 to 211p, having been lower following trade of 4.5m.

Mr Richard Rae at ABN Amro Hoare Govett had mixed feelings about the deal for Cookson. He said: "The deal is helpful in that it earnings and cash-flow enhancing for 1997. But the market was taken aback by the size of loss on disposal."

A number of houses upgraded forecasts, including UBS, which raised its estimate by 53m to 2106m. Mr Nigel Hicks at EZW said that he held the stock on a "hold" but this reflected Airtours' recent strong run and the uncertainty caused by the investigation into the travel industry by the Monopolies and Mergers Commission. However, he said that the company's overseas exposure, with operations in Scandinavia

and Canada, improved its risk profile.

Abbey National was resilient in early dealing but the bank's quiet insistence that it had no intention of coming to any agreement with Prudential appeared to be paying off.

The shares slipped 5 to 70 1/2p while the Pru fell 15 to 46 1/2p.

Hanson was the subject of continued selling pressure due to come from US investors. The shares surrendered 3 1/2 to 80p, making it the worst performer in the Footsie.

Manchester United climbed 6 1/2 to 58 1/2p after demand outstripped the supply of 3m new shares, some 4.84 per cent of the enlarged capital, which were placed at 58 1/2p. Funds raised will be used for a variety of purposes including the club's new North stand at its Old Trafford stadium.

Chester Water lifted 1 1/2 to 165p after Dec Valley Water made a recommended offer valuing it at around 220.5m.

New issue: SDX Business Systems made an impressive debut. The shares, placed by Kleinwort Benson at 16 1/2p, ended the session 1 1/2p ahead at 17 1/2p. The UK group is a designer of digital business systems.

News that Aon Corporation of the US is buying rival insurance broker Alexander & Alexander for \$1.2bn was seen as diluting the consolidation potential in the UK. Sedgwick and Willis Corroon fell 5 to 122 1/2p and 4 1/2 to 129 1/2p respectively.

Imperial Tobacco is seen as a possible target for BAT Industries if the latter hives off its financial services arm. Imperial rose 2 1/2 to 38 1/2p while BAT was firmer at 489 1/2p.

Burmah Castrol, the oil refiner, was the Footsie's strongest performer as several brokers spotted the stock's relative underperformance against the market and turned trading buyers. Selective buying pushed the tightly-traded shares up 20 to 108 1/2p.

London Electricity dipped 7 to 640p on newspaper reports naming it as the utility with which Northern Electric plans to merge. Its electricity and gas supply subsidiaries are part of a deal. Northern, which is attempting to ward off a hostile 782m bid from CE Electric of the US, fell 10 to 60 1/2p. Meanwhile, the remaining independent rees were sold off on fears that the outstanding bids will be referred to the Monopolies and Mergers Commission.

Southern Electric fell 20 to 73 1/2p and Yorkshira dropped 16 to 73 1/2p.

Chester Water lifted 1 1/2 to 165p after Dec Valley Water made a recommended offer valuing it at around 220.5m.

New issue: SDX Business Systems made an impressive debut. The shares, placed by Kleinwort Benson at 16 1/2p, ended the session 1 1/2p ahead at 17 1/2p. The UK group is a designer of digital business systems.

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market expectations, followed the market lower and closed 5 off at 175p.

Chartarhouse Tilney, whose forecast was at the bottom of the market range, yesterday raised its current forecast by 52m to 211m. It predicted earnings per share of 10.6p, a figure the broker indicated would have been higher but for the expectation of a "higher tax charge in the coming year."

British Airways fell 1 1/2 to 58 1/2p in trade of 4.6m, with Panmure Gordon said to have reduced its current year profits estimate to 2580m and the following year's figure to 2500m. The broker was said to have urged investors to sell.

London Recent Issues: Equities

Table of London Recent Issues: Equities with columns for Issue Name, Price, and Change.

FT GOLD MINES INDEX

Table of FT Gold Mines Index with columns for Index Name, Value, and Change.

FUTURES AND OPTIONS

Table of FTSE 100 Index Futures (LIFE) 225 per full index point.

Table of FTSE 250 Index Futures (LIFE) 110 per full index point.

Table of FTSE 100 Index Option (LIFE) 225 per full index point.

Table of FTSE 250 Index Option (LIFE) 110 per full index point.

Table of FTSE 100 Index Option (LIFE) 225 per full index point.

Table of FTSE 250 Index Option (LIFE) 110 per full index point.

TRADING VOLUME

Major Stocks Yesterday

Table of Major Stocks Yesterday with columns for Stock Name, Volume, and Change.

ANNOUNCEMENT OF THE SALE BY INTERNATIONAL PUBLIC TENDER OF THE BANK OF CRETE S.A., A BANK REGISTERED AND OPERATING IN GREECE. Includes details of the tender and submission deadline.

SEND US YOUR OWN PAPERCLIP. Advertisement for Macmillan Cancer Relief Macmillan Fund, featuring a paperclip graphic and contact information.

FTSE Actuaries Share Index. Advertisement for FTSE Actuaries Share Index, highlighting its performance and features.

WORLD TAX REPORT. Advertisement for World Tax Report, an international publication providing tax information for various countries.

CONTRACTS & TENDERS. Advertisement for BOTAS Petroleum Pipeline Corporation, detailing a tender for a gas pipeline project.

Hourly movements and FTSE 350 Industry baskets. Additional market data and industry-specific performance metrics.

FTSE International. Advertisement for FTSE International, providing information about their financial products and services.

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Austria (Dec 11 / 50), Belgium (Dec 11 / 100), Germany (Dec 11 / 100), France (Dec 11 / 100), and Italy (Dec 11 / 100).

Table of stock market data for Europe, including Netherlands (Dec 11 / 100), Spain (Dec 11 / 100), Greece (Dec 11 / 100), and Ireland (Dec 11 / 100).

Table of stock market data for Europe, including Portugal (Dec 11 / 100), Switzerland (Dec 11 / 100), and Norway (Dec 11 / 100).

Table of stock market data for Europe, including Denmark (Dec 11 / 100), Finland (Dec 11 / 100), and Sweden (Dec 11 / 100).

Table of stock market data for Europe, including Iceland (Dec 11 / 100), Luxembourg (Dec 11 / 100), and the UK (Dec 11 / 100).

Advertisement for Rockwell: 'Rockwell supplies virtually every European car manufacturer with automotive components and systems.' Includes the Rockwell logo.

Table of stock market data for Europe, including Austria (Dec 11 / 50), Belgium (Dec 11 / 100), Germany (Dec 11 / 100), France (Dec 11 / 100), and Italy (Dec 11 / 100).

Table of stock market data for Europe, including Netherlands (Dec 11 / 100), Spain (Dec 11 / 100), Greece (Dec 11 / 100), and Ireland (Dec 11 / 100).

Table of stock market data for Europe, including Portugal (Dec 11 / 100), Switzerland (Dec 11 / 100), and Norway (Dec 11 / 100).

Table of stock market data for Europe, including Denmark (Dec 11 / 100), Finland (Dec 11 / 100), and Sweden (Dec 11 / 100).

Table of stock market data for Europe, including Iceland (Dec 11 / 100), Luxembourg (Dec 11 / 100), and the UK (Dec 11 / 100).

INDICES

Table of stock market indices for Europe, including Austria, Belgium, Germany, France, Italy, Netherlands, Spain, Greece, Ireland, Portugal, Switzerland, Norway, Denmark, Finland, Sweden, Iceland, Luxembourg, and the UK.

US INDICES

Table of stock market indices for the US, including Dow Jones, S & P 500, NASDAQ, and Russell 2000.

ASIA

Table of stock market data for Asia, including Australia, Hong Kong, Singapore, and Japan.

AFRICA

Table of stock market data for Africa, including South Africa.

AMERICA

Table of stock market data for America, including Canada and Mexico.

INDEX FUTURES

Table of stock market index futures, including S&P 500, Dow Jones, and Nikkei.

WORLD

Table of stock market data for the world, including various international markets.

NEW YORK

Table of stock market data for New York, including various US stocks.

TOKYO

Table of stock market data for Tokyo, including various Japanese stocks.

AMSTERDAM

Table of stock market data for Amsterdam, including various European stocks.

4 pm close December 11

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock name, price, and change. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Power Steering advertisement for Hewlett-Packard, featuring the text 'If the business decisions are yours, the computer system should be yours.' and the HP logo.

Continued on next page

JAVIER LEO

4 pm close December 11

NYSE PRICES

Table of NYSE stock prices with columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'V', 'W', 'T', 'U', 'X-Y-Z', and 'FT Free Annual Reports Service'.

NASDAQ NATIONAL MARKET

4 pm close December 11

Table of NASDAQ National Market stock prices with columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z', and 'FT Free Annual Reports Service'.

AMEX PRICES

4 pm close December 11

Table of AMEX stock prices with columns for stock name, price, change, and volume.

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Rising bond yields send Dow tumbling

AMERICAS

Rising bond yields sent US share prices sharply lower at mid-session, helping to erase all of the gains made so far this week, writes Lisa Branstetter in New York.

The Dow Jones industrial Average tumbled nearly 130 points at one stage but by early afternoon, it was slightly off its worst levels of the session with a loss of 91.49 at 6,381.76.

Cyclical shares were hit hard both because of the rise in interest rates and because of a warning from Union Carbide that earnings in the fourth quarter would be hurt by rising raw material prices.

Shares in Union Carbide, which is a component of the Dow, lost 3 1/2 per cent at \$42.4.

The 300 composite index was off 99 points in the first 15 minutes. At noon, it stood at 5,905.85, down 114.51.

All 14 sub-groups within the index fell, led by heavy declines among banks, energy and golds. Among leading stocks, Alcan Aluminium fell \$1.10 to \$34.50.

EUROPE

The bull market tried to defend itself on both sides of the Atlantic. A story that Japanese investors would cut their buying of US treasuries was diluted on television and disputed by US traders and analysts.

But weakness in US treasuries hit the dollar, and European bond and equity markets, and while continental bourses ended on their worst, falls of between one and two per cent were the order of the day.

Paris moved lower in line with leading European bourses. The CAC 40 index slid 38.12 or 1.7 per cent to 2,213.28.

Motor stocks led the way down following downbeat comments from Mr Jacques Calvet, the chairman of Peugeot Renault, which fell 1.80 or 3.3 per cent to FF110.90.

FTSE Actuaries Share Indices

Table with columns: Dec 11, Dec 10, Dec 9, Dec 8, Dec 7, Dec 6, Dec 5, Dec 4. Rows: FTSE Actuaries 100, FTSE Actuaries 200, FTSE Actuaries 300.

MILAN lacked impetus of its own and the Comit Index gave up 9.29 to 943.09 as the market succumbed to the malaise enveloping neighbouring markets.

De Benedetti group companies remained in focus as speculation about takeover-building by the Monaco-based businessman, Mr Luigi Giribaldi, prompted further early demand. By the close, however, CIR was 1.42 down at L57.3, but Conifé limited its loss to L1.4 at L57.9 and Olivetti was just L2.4 easier at L51.2.

Joburg golds rise in mixed session

Shares in Johannesburg had a mixed session with industrial stocks streaming steadily lower but golds, underpinned by a better bullion price, edged upwards.

Pushed lower by a decline of 45.6 to 7,851.8 for industrial shares, the golds index rose 15.4 to 1,543.1.

Sentiment took its cue from a weak futures opening. According to traders, there was downward pressure from the derivatives market throughout the session.

Nikkei drops on futures-related selling

A sharp overnight decline in Chicago markets on reports that Japanese investors might reduce their holdings in the US Treasury bond market prompted heavy selling in TOKYO.

Local trading was dominated by the listing debut of Oriental Land, operator of Tokyo Disneyland, which resisted the downward slide of the broad market, writes Gunter Robinson.

Zealand's widely acclaimed economic policies broadly intact.

SEANGHAI's B index fell 3.64 or 4.6 per cent to 81.685 while SHENZHEN's B index gave up 7.42 or 3.8 per cent to 186.45.

EMERGING MARKETS: IFC WEEKLY INVESTABLE PRICE INDICES. Table with columns: Market, No. of stocks, December 8 1996, % Change over week on Dec '96, Local currency terms, December 8 1996, % Change over week on Dec '96.

Other leisure groups benefited from the interest in Oriental Land. Tokyo Dome, one of Japan's largest entertainment and sporting venues, rose 230 to ¥2,410.

SEANGHAI's B index fell 3.64 or 4.6 per cent to 81.685 while SHENZHEN's B index gave up 7.42 or 3.8 per cent to 186.45.

Bombay rebounded sharply from recent weakness on hopes that the Indian government would reconsider the imposition of a minimum corporate tax on companies, writes Tony Tassell.

NTT lost its momentum of recent sessions, although it fell only ¥3,000 to ¥909,000.

SEANGHAI's B index fell 3.64 or 4.6 per cent to 81.685 while SHENZHEN's B index gave up 7.42 or 3.8 per cent to 186.45.

FTSE ACTUARIES WORLD INDICES. Table with columns: NATIONAL AND REGIONAL MARKETS, US, Day's Change, FTSE Actuaries World Index, Local Currency, % Change over week on Dec '96.

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CAMBRIDGE

Information technology was behind the last period of rapid growth which came to a halt with recession. The latest telecommunications and biotechnology-led surge appears more firmly based, writes Richard Adams

A second phenomenon in Fenland

Cambridge is going through a period of rapid economic growth - a product of an extraordinary level of activity in science and technology within the city and its region.

But is it really a boom, or a bubble? Cambridge residents could be excused for being sceptical about the durability of a surge built upon high technology, because the city has seen it all before. The Cambridge economy enjoyed high levels of growth throughout the 1980s, as a result of the strength of new technology and service industries in the region.

Rapid growth in the number of small and medium-sized businesses helped unemployment fall below the national average, as job growth rose annually by about 3 per cent. By the end of 1995, the monthly total of unfilled vacancies reported by the Cambridge Jobcentre was 1,200.

But a year later, in December 1996, unfilled vacancies had plummeted to about 200 as the downturn in the UK economy took its toll and many of Cambridge's promising high technology companies shrunk, failed, or were taken over.

The "Cambridge phenomenon" of the 1980s was generated by the performance of companies working on computers and semiconductors, such as Acorn and Sinclair, together with the research of Cambridge University. At the time it seemed that one or more local companies would grow into world-beating, multinational companies in the high tech sector.

Instead, the "phenomenon" came to refer to the inability of city's high-tech industry to capitalise on its undoubted scientific expertise in the face of international competition.

Cambridge and the region around it are now going through another surge, again fuelled by high-tech industries. This time, biotechnology and telecommunications have supplanted computing as the fashionable sectors.

Cambridge has the highest concentration of emerging biotech companies in Europe. A report this year by consultants, Ernst & Young, claimed the UK had 93 per cent of the European Union's biotechnology companies. East Anglia is the UK's leading region for biotech activity, and 80 per cent of those companies are situated in Cambridge. Readers of the FT will know many of these, including Chirosciences, Peptide Therapeutics, Ethical Pharmaceuticals, Pharmagene, and Axis Genetics.

Similarly, Cambridge's heavy concentration in information technology firms means names like UUNET-Pipez, Ionica, Vocalis, CADCentre and others are becoming familiar.

But will Cambridge's second phenomenon prove more durable than its first? Mr Jim Martin, director of the East Anglia office of SI, the investment capital group, thinks it will be. SI is backing a large number of young high technology companies in the region, with a total of nearly £170m, and is making investments in 160 independent businesses.



"The potential in this area really is outstanding," said Mr Martin. "It is just wonderful visiting some of these companies and seeing what is going on."

The difference this time, according to Mr Martin, is that companies have become market-orientated rather than product-led, as was the case previously.

"These companies can now attract high quality management, and they are much more market focused. They recognise the need for successful technology businesses to take a global approach to their markets," Mr Martin said.

"The Cambridge technology phenomenon is probably the nearest thing we have in Europe to what has happened in Silicon Valley in the US," he said. Indeed, some participants call the area Silicon Fen.

A recent report on the telecommunications industry in Cambridge by Analysis Publications, said the new Cambridge telecoms companies all demonstrated an understanding that, without markets, their products were worth nothing.

"This is in stark contrast to the stubborn belief of many of the first generation companies that, because their technology was the best, it would sell itself," it said. But not everyone agrees. The

report quotes Mr Robin Saxby, the chief executive of Advanced Rise Machines (Arm), as believing that the city's industries are still more concerned with technology than with markets. "It's no good inventing the damn stuff if we just give it away to the rest of the world," Mr Saxby says. He describes the city and its inhabitants as having "the lowest wealth over brain power ratio in the world".

The growth of the second Cambridge phenomenon has given a big boost to employment in the city and its sub-region. In the 1993 annual census of employment, private sector research and development - the sector that includes most high technology firms - accounted for only 3.2 per cent of employment in Cambridge, a total of 2,400 jobs out of 76,000. By 1996, Cambridge city council estimated that research and development in the high technology sector accounted for 19,000 jobs in 600 firms within the region. Half of those are in Cambridge city itself.

With growth in such a specialised area, there is a danger the second phenomenon could be cut short by a skills shortage. But Mr David Best, a director of the Bioscience Innovation Centre, which is developing the UK's first purpose-built business incubator,

argues that is not likely to happen within the next few years.

"We don't really have a skills shortage at the moment. We're lucky that because of the first Cambridge phenomenon, lots of high tech people are here, or are willing to come here," Mr Best said.

But for all the excitement and activity surrounding the high technology sector, Cambridge's principal employment sector remains education. In the 1993 employment census, education accounted for 17,000 jobs - almost 23 per cent of total employment. That includes research staff based at the university, as well as teachers and support staff in colleges and schools.

Cambridge is also an important shopping centre, with a potential catchment of shoppers that includes tourists, students and the surrounding region. The retail sector employs nine per cent of the local workforce.

The region's growth has caused problems, including heavy rush hour traffic congestion in the centre of Cambridge. Meanwhile, the demand for housing continues to outstrip supply, causing accommodation prices to rise sharply.

Mr Christopher Carey, residential partner for Bidwells property

agents in Cambridge, says that activity this year has been significantly up on 1995.

Bidwells estimates that, within the last year, prices have risen by around 5-7 per cent for properties worth more than £250,000, and by up to 12 per cent for larger properties. Part of the rise is attributed to higher house prices in London, as buyers seek to take advantage of the fast transport links between Cambridge and the capital.

Since the late 1980s, Cambridge City Council has been concerned to limit the pressures on the centre of the city. After a study with the University's Department of Land Economy, the council decided to encourage the dispersal of industry and housing to the north of the city and throughout the region.

That aim has been partly successful, as more development takes place outside the city council's area. Centres such as Peterborough and Ely are feeling the effects. In the future "the Cambridge phenomenon" may come to be more rightly known as "the East Anglia phenomenon".

"The Cambridge Telecoms Phenomenon, editor Susan Ablett, Analysis Publications, 1st Floor, Quayside, Cambridge CB5 8AB. Telephone 01223 341300, fax 01223 341317.

IN THIS SURVEY

- Technology: Start-ups were key to success Page 2
- Mature Industries: Deep-rooted histories Page 3
- Property: Space shortage looms Public and private partnerships: Unusual level of humility Page 4
- Transport: One of the biggest problems Training and employment: Labour pains Page 5
- Tourism: Persuading them to stay The arts: Wide range of entertainment Page 6
- PROFILES: Ionica.....Page 2 Cambridge Cable.....Page 3 Acorn Computers.....Page 3 Judge Institute.....Page 6

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2 CAMBRIDGE: TECHNOLOGY

Science-based businesses: by Richard Adams

An enviable record for start-ups

Consultancies were quick to recognise the potential in local research activity

From research into genital warts to developing internet worms, a swarm of high technology companies in Cambridge is helping make the city the envy of Europe.

The concentration of start-up companies, often based around scientific research, has been the key to the region's success in attracting business and investment.

In the mid-1990s, the spotlight is on the biotechnology industry, just as in the 1970s and 1980s it was Cambridge's success in computers and telecommunications that led to what was called "the Cambridge phenomenon".

Mr Jim Martin, the director of 3i Cambridge, arrived in time to experience the seed of Cambridge's last technological surge, which was killed in part by the recession of the early 1990s. He attributes the commercial success of high-tech industries in the area to a number of research and design consultancies: Cambridge Consultants, formed in 1960, the Technology Partnership, and the Generics Group, among others.

Mr Martin recalls an Internet start-up company called Unipalm, founded in 1996, approaching 3i in 1991 for investment. "Even then, no one had heard of this Internet concept," Mr Martin said.

3i first invested in the company in 1992, taking a 28 per cent stake in the company for £1m. When Unipalm was floated on the London Stock Exchange in 1994, it became the first Internet service provider in the world to go public.

Today, the company - now called UUet Pipex after its merger with US-based UUet - is Britain's largest provider of Internet services to companies, part of a telecommunications conglomerate and in the midst of being acquired for the third time in two years.

The European headquarters for UUet Pipex is still

Recent growth in high-tech has been focused in biotechnology and related industries

at the Cambridge Science Park.

Despite its location, in one respect Unipalm was unusual for a Cambridge high technology company: it had no links to the university.

But Cambridge Neurodynamics, based at Cambridge University, has recently started a company called AutoNomy that combines the biotechnology and information technology industries.

AutoNomy has designed internet tools that use technology based on neural net-



Chiroscience: speedy success is unusual in an industry where drugs can take years to develop

work pattern recognition, emulating the way a human brain works. AutoNomy's software includes an intelligent agent, a variation on an internet "worm", a program that can be told what to look for and come back with a list.

It studies ordinary sentences and picks the important parts, before setting off on a search that runs in the background of a computer. What is different about AutoNomy's Guardian Agent program is that it learns as it goes and remembers the results of previous searches.

Another agent can sift through incoming e-mail, filter out circulars and junk mail, and fax urgent messages to the user's home or hotel room.

Another of the established companies from the first wave of the phenomenon is Acorn Computers.

Acorn pioneered educational computing in the UK with BBC Micro, and it now plans to become one of the first companies to sell a "network computer" - a simple, cheap computer, designed to surf the Internet. It won a contract in January from Oracle, the largest computer software group in the world after Microsoft, to design a family of network computers costing around £300.

The contract demonstrates the positive advantages of the Cambridge network of

firms. Acorn's opportunity came in part from its relationship with its sister company, Advanced Risc Machines (Arm), and its experience with interactive television trials, also in the Cambridge area.

Arm, in which both Acorn and Apple Computer have a large stake, designed a range of advanced microprocessor chips for interactive television devices, and can include many of the functions of a network computer on a single chip.

But the focus of recent high-tech growth in the region has been in biotechnology and related industries. The biggest of these success stories is that of Chiroscience.

Chiroscience was founded in 1992 by Mr Chris Evans, a leading figure in the biotechnology industry in the UK, to specialise in developing pure drugs from "chiral" compounds.

Earlier this year it raised £40m through a share placement, giving it a total market capitalisation of around £300m.

Chiroscience's main drugs in development are an enzyme-blocking inhibitor for arthritis, which is going through clinical trials, levo-hupivacaine, a local anaesthetic which has produced good results in more advanced trials, and various cancer drugs.

Analysts say that the

arthritis inhibitor could be worth £800m, while levo-hupivacaine could win a market worth up to £50m. Not bad for a company that has yet to show a profit, and with only 200 employees in the UK.

Chiroscience went international when it bought another biotech firm, Darwin Molecular, based in the US, to increase its number of drugs in development.



Cambridge Science Park: European headquarters for UUet Pipex

The purchase meant that Mr Bill Gates, founder of Microsoft, took a small stake in the Cambridge company, having owned a 14 per cent stake in Darwin.

The speedy success of Chiroscience is unusual in an industry where drugs can take years to develop and gain regulatory approval. It can take years before investors begin to make a return on their money.

Some companies try to develop drugs and profits more quickly by making alliances with larger firms. For example, Cambridge's Cantab Pharmaceuticals has joined with pharmaceuticals giant SmithKline Beecham to develop and market Cantab's new vaccine for genital warts. Under the terms of the agreement Cantab could receive up to £24m, plus royalties.

But there are signs that, even in Cambridge, the growth in biotech is not infinite.

In July, Cambrio, a fledgling Cambridge bioscience company, abandoned its planned stock market flotation in the face of lack of interest from investors, which the company blamed on a general fall in biotechnology company share prices.

PROFILE Ionica

Huge network of friends

'Cambridge precocity' helped form Ionica's 'outrageous' challenge to BT

Nigel Playford makes the decision to start Ionica, his fledgling telecommunications company, in Cambridge sound totally natural.

"I had a house here and it's an attractive place," he says.

Yet he also says that without the network of friends in the city and its unique atmosphere, Ionica would not have been able to capitalise on his "pretty outrageous" idea of using radio telephone technology to compete against British Telecommunications in the residential market.

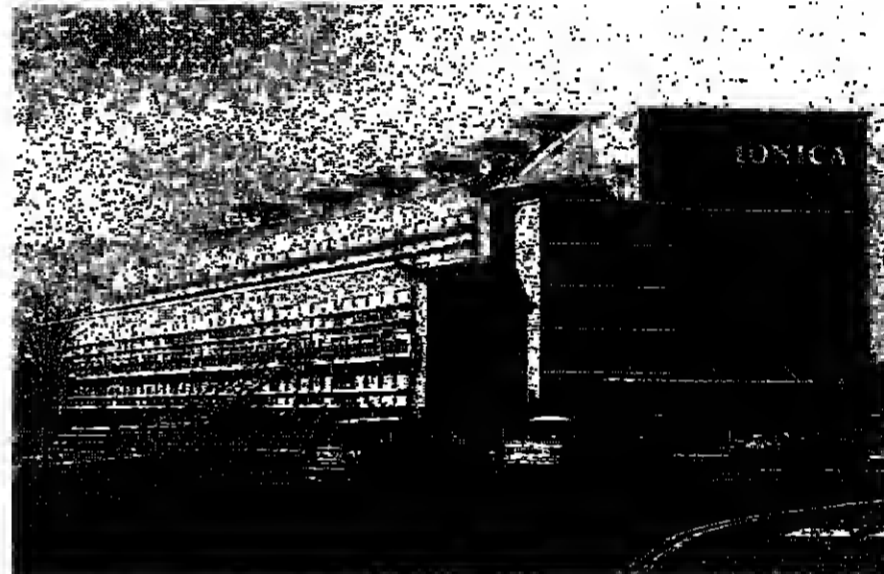
Mr Playford founded the service company set up in the late 1980s. When Ionica employed just four people and was going through the rigmarole of winning an operating licence from the Department of Trade and Industry, Symbionics provided seed funding and office space.

It now has about 5 per cent of the company, which could be listed on the stock exchange next year.

Mr Graham Norgett, Symbionics' group marketing manager, describes the "real strength of Silicon Fen" as the fact that "we all know each other fairly well here and tend to network fairly easily". The two companies have offices close together at the St John's Innovation Centre.

Mr Playford mentions a host of other contacts which he believes have helped give the city a special quality. "Cambridge has precocity," he says. "It has a group of people who came together in the last 50 or 60 years and who have this kind of why-shouldn't-we-do-this attitude." This precocity helped form Ionica's "outrageous" response to the "sleepy behaviour" of BT.

At times, the story of the Cambridge phenomenon as



The "brain centre" of operations: some 500 people are employed on this site

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At times, the story of the Cambridge phenomenon as

told by Mr Playford can sound like a scientific version of *Peter's Friends*, the film about continuing relationships between a group of university buddies.

Yet he was born in Leeds and studied electronics at Imperial College, London. Apart from adding prestige to the name of the phenomenon, the university's most important contribution to date for Ionica was the decision of St John's college to build an innovation centre.

Mr Playford credits the college's "far-sighted" bursar, who was willing to take a risk on a company with 10 people and not much more money in 1992.

The college spent £7m building the site, which now houses a number of fledgling companies as well as Ionica. Mr Playford was particularly pleased that the group was involved in the design arrangements.

His office is open plan with a central atrium which increases the light. Some 500 people are currently employed in this "brain centre" of Ionica's operations. A further 500 contract staff are employed as engineers or maintenance workers around the country.

Although the preliminary investment banking work

has been done, Mr Playford still has reservations about flotation and the vagaries of the market.

However, while he is contemplating the alternatives, the group is "more likely than not" to float next year. Two regional electricity companies own 34 per cent of Ionica, while the management and employees own 16 per cent and investment houses some 20 per cent.

The group is forecast to be serving some 1m UK customers by just after the turn of the century, when it is also forecast to become profitable for the first time.

Having recently appointed an international manager of operations, the company is also keen to start serving global customers, especially in emerging markets where the high cost of building fixed telecommunications networks has left many services inadequate.

While Mr Playford envisages the need to set up a London office, he cannot imagine moving his headquarters from Cambridge. "People like living here," he says. "It would be very difficult to persuade them to move."

Jane Martinson

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PROFILE Cambridge Cable

A pioneer in its field

Mr Brian Gillinder, information technology teacher at The Netherhall School in Cambridge, presses a button on a television remote control set and brings up video footage of a recent school field trip to Dorset.

Nothing too unusual about that, except Mr Gillinder has accessed the field trip tape through a multimedia system supplied by the Cambridge Cable interactive TV trial.

Teachers at The Netherhall School, along with the other 108 schools and homes participating in the trial, are able to call up the field trip on their TV screens for use whenever they want.

The field trip is one example of the material the Netherhall School is producing and putting on to the interactive network.

Participants in the trial are also being offered a choice of interactive services by companies such as Tesco and the BBC.

These include

video-on-demand, news and documentaries, education programmes, home shopping and banking, and games. "It is a very useful teaching tool for us," says Mr Gillinder. "Using the interactive technology we are able to manipulate the video we call up in a very sophisticated way, making it ideal for the stop-start and go-backwards you need to do when teaching."

The Cambridge trial is one of a few in the UK attempting to pioneer multimedia in education and entertainment. The Cambridge trial began in September 1994 and is operated by a consortium involving Cambridge Cable, ICL and Online Media, owned by Olivetti through Acorn Computers. The consortium hopes the trial will provide a valuable insight into what interactive services consumers want delivered to their homes, schools and businesses.

The Cambridge trial is

using fibre optic cables to the kerb and coaxial copper cable from there to the user. A two megabits per second ATM (asynchronous transfer mode) link enables images to be received in seconds. These are accessed through a set-top box similar to a small video recorder. ATM is a fast "packet-switched" technology which allows data of many kinds - voice, images or full motion video - to be sent on request across a fibre optic cable in "packets", or bundles, each of which has a fixed length.

Cambridge Cable says services for users change regularly, and that it is now viewing interaction with the Internet as one of the system's key attractions.

Participants are being offered web browser tools to enable them to download video from the Internet.

For example, this should enable participants in the trial to access parts of the BBC television news service through the BBC's web site.

Clicking on to a news item on the BBC web site should trigger the playing of a television report of the same news item. "The Internet application is fast becoming the key element of the trial," says Mike Prymaka, director of business telecoms at Cambridge Cable.

By the third quarter of next year Cambridge Cable hopes to have developed its multimedia technology sufficiently to be able to expand the trial. Mr Prymaka says expansion of the trial is to be based on network computers, which instead of running as stand-alone computers like PCs, plug into a network and use the Internet.

"It is a long way off being a core business for us," Mr Prymaka says. "But as we move into the next stage, more people in Cambridge will be participating and it could become extremely exciting."

William Lewis

PROFILE Acorn Computers

Multimedia ambitions

Education has played a pivotal part in the history of Acorn Computer, the Cambridge-based computer group in which Olivetti of Italy holds a substantial stake. Chris Curry and Hermann Hauser, who were both working in Cambridge at the time, founded the company in 1978 to exploit the university's growing reputation for computer expertise which was at the time attracting a number of high-tech companies to the city.

The two entrepreneurs formed Acorn to market computer products and in 1980 the first commercial micro-computer, the Atom, was launched in kit form. The Atom was one of the first home computers affordable to average income families and provided Acorn with an early lesson in addressing the mass market.

The company's biggest break came, however, in 1981 when it won the contract to design and manufacture the BBC

microcomputer, later to become the most popular computer in UK schools. The BBC micro provided many with their first experience of computers and is still regarded with affection by users who have long since moved on to less cumbersome models. At the time, the BBC Micro was twice as fast as its nearest rivals and cheaper. It also offered more sophisticated graphics.

As production increased, the BBC Micro's sales expanded to include higher education and research, small businesses and homes - including games and teaching products. Meeting the special demands of the classroom also provided Acorn with the expertise it was later to use in designing computer products for a generation of Internet users.

"Acorn has traditionally had equipment in the harshest environment of any desktop computer - which is schools," says Mr Kevin Coleman, Acorn

director of communications.

"In a school you get 30 different users, changing every hour, who don't own the equipment, don't have any responsibility for it, and want to hit the machine. We had expertise in producing low cost products, displayed on poor quality screens or televisions, which had to be robust." The company has been reorganised over the past few years to reduce dependence on sales of traditional computer hardware and to concentrate on the development and licensing of intellectual property.

Information technology solutions are now marketed to UK schools through Xemplar Education, a joint venture with its former rival Apple.

Acorn sees interactive multimedia - from the Internet to digital television - as one of its most important growth areas and, together with companies including Anglia Television, the BBC, NatWest Bank, IPC

Magazines and Tesco, helped found the Cambridge interactive television trial in 1994.

The scheme tests the technical and commercial viability of supplying services through the information superhighway directly to homes and business. Acorn believes the experience gained through the trial has helped it to win contracts to supply set-top box technology for interactive television schemes being developed throughout the world.

The television trial also helped it to secure an agreement with Oracle Corporation to develop and license a range of low-cost network computing designs to make it easier for ordinary people to use the Internet - whether at home, in their office or a hotel room.

Mr Coleman says many customers are now coming to Acorn with proposals connected with the Internet.

Midge Gillies

Mature industries by Jane Martinson

Deep-rooted histories

Manufacturing and engineering categories now embrace smaller companies

Cambridge's push to become a "technopolis" is based on its rapidly expanding high technology sector, which can leave the local industries based on older technologies looking like a dying breed.

Yet while traditional manufacturing and engineering employment has declined in recent years there are still several larger companies with histories which are deep-rooted in the university town.

While the city is dominated by service jobs, which include the university and retailers, the county council

The older, larger companies have typically been forced to consolidate or cut jobs in the past 10 years.

"Historically, the local economy was reliant on a few big companies," says Ms Tuffnell. "Now it's reliant on significantly smaller companies."

While Cambridge is not unique in the UK in this decline of larger industries, the growth of smaller high-tech groups has, perhaps, made the shift more pronounced. The city and its immediate environs have long attracted each new wave of high technology companies, but the few big science-based companies - such as Marshall, Cambridge University Press, Philips Business Communications and Leica - are growing much more slowly than the smaller newcomers.

Mr Walter Herriott, managing director of St John's Innovation Centre, one of the region's many high-tech parks, says that 25,000 jobs have been created in the new fields in the past 15 years. The total turnover for these companies is now between £1.5bn and £2bn, he says. "From a national point of view, what we should be doing is encouraging new business to grow in this fertile soil," he adds.

Instrumentation is one example of a narrowly defined sector where there is evidence of declining employment. Countywide figures suggest employment has dropped from more than 4,000 in 1981 to an estimated 3,200 this year.

The changing nature of this business is exemplified by Leica, the instrumentation company based in Cambridge and formed by the 1990 merger of Swiss company Wild Leitz and Cambridge Instruments.

The latter was founded before the end of the last century by Horace Darwin, the grandson of Charles Darwin. It developed into a high-tech business with products ranging from

school-type bench microscopes to high resolution scanning electron microscopes. It was then one of several high-tech companies made part of the Labour government's National Enterprise Board.

But by the time it was merged with Wild Leitz, part of a private Swiss company, Cambridge Instruments had won the dubious distinction of being one of the market's worst-performing issues since its 1987 flotation. Hit by fears in the semi-conductor market during the stock market crash, its share price had collapsed.

The newly merged company, which went private in 1991, was restructured. It now employs 360 people, down from a peak of about 800, having spun off several companies and

entered into joint ventures with others. Mr Max Pocock, managing director, says many jobs went because of the disposals and because the company changed its working practices. It now farms out raw materials for basic manufacturing to both local companies and foreign ones, for example.

Despite the changes, the company feels deeply rooted to the town. Almost half of its employees are university graduates, although not all of these are from Cambridge. The company also benefits from research and networking opportunities.

"I think it is very much a partnership. We think we are important to Cambridge, but equally Cambridge is

very important to us," says Mr Pocock.

Strong local links are evident at Marshall, the privately-owned vehicle and aerospace group which was set up in Cambridge 88 years ago. The group employs 3,200 people. While this level has been roughly stable since the recession, a decline in the military sector has seen the total employed in the group's core aerospace division fall from more than 2,000 to about 1,500.

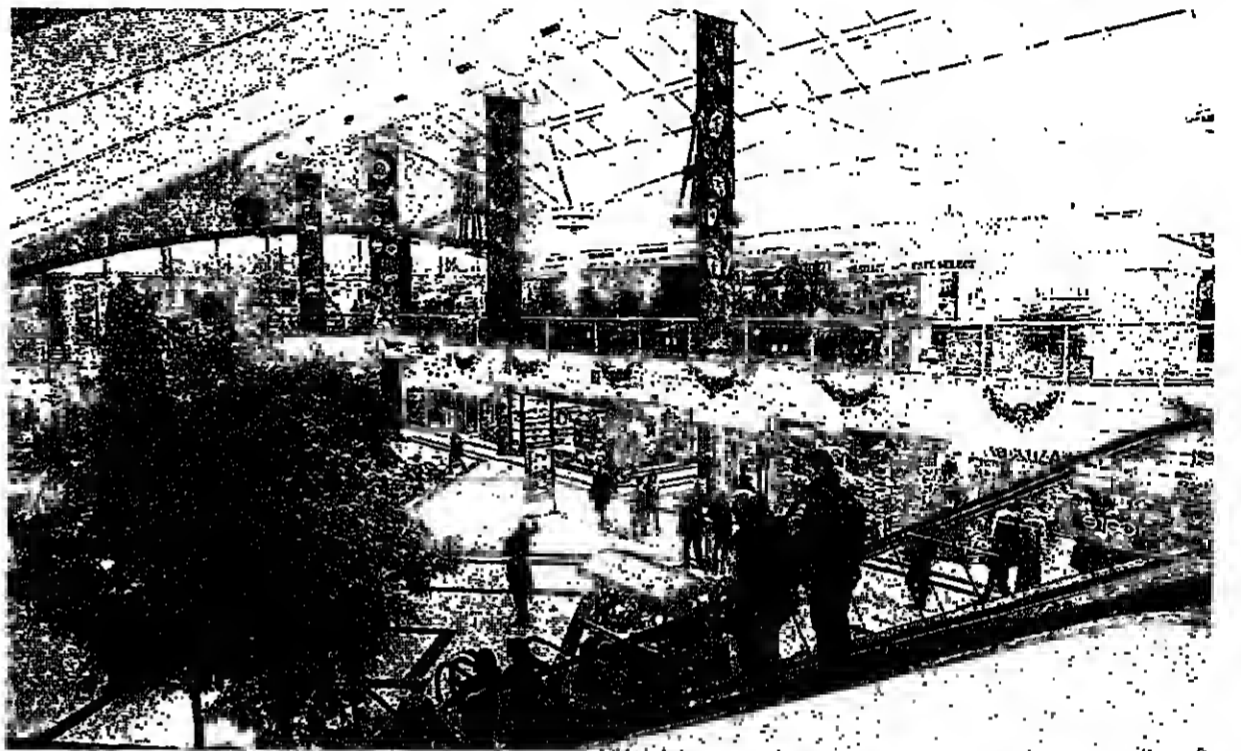
Mr Michael Marshall, company chairman and chief executive and the founder's grandson, says that throughout "difficult turbulent" times for the industry it has continued to take on between 25 and 30 apprentices each year.

The group's dominance of local employment opportunities has changed significantly in the past 40 years or so. "When we first started this business, we were the only technology company in the area," says Mr Marshall. "Otherwise, employment depended on Chivers Jams or the university, or working for the local council. Now there is much greater capacity in smaller, high-tech businesses."

This view is echoed by Mr Guy Mills, the county council's economic development officer. "While there used to be maybe 12-20 major employers in the area, now there are hundreds."

In spite of their decline, he believes the value of the larger, older companies must not be understated. While they employ a significant proportion of graduates, their value to the economy also depends on their usefulness in employing people with a wide range of skill levels.

"These companies are still significant employers in the area and we are keen to retain employment in these kind of sectors," he says. "It's not just people with PhDs who are looking for work here."



Grafton Shopping Centre: The city is dominated by service jobs, which include the university and retailers

Ashley Ashwood

Older, larger companies have been forced to consolidate or cut jobs in the past 10 years

estimates that about 18 per cent of the 109,590 working population of the city and its immediate environs are employed in manufacturing and engineering industries.

Ms Jill Tuffnell, leader of the county council's economic research group, says that while the percentage has not changed significantly since the early 1980s, the figures hide a change in the structure of local employment.

The manufacturing and engineering categories now embrace smaller companies or those which have sprung up as a response to new technological developments such as pharmaceutical or software manufacturers and new working practices, such as service engineers.

Strong local links are evident at Marshall, the vehicle and aerospace group

entered into joint ventures with others. Mr Max Pocock, managing director, says many jobs went because of the disposals and because the company changed its working practices. It now farms out raw materials for basic manufacturing to both local companies and foreign ones, for example.

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4 CAMBRIDGE

Public and private partnerships: by Motoko Rich

Co-ordinated effort needed

Local civic and business leaders are planning to secure future investment

Public and private sector leaders in Cambridge have been demonstrating a rather unusual level of humility lately.

"There is a recognition in this area that we did quite well in the late 1980s attracting business, but we cannot sit back on our laurels," says Mr Guy Mills, economic development officer at the Cambridge County Council.

Mr Nicholas Russell, owner of Larman Printers and chairman of the Cambridge small business group, agrees.

"There was a feeling for a while that Cambridge is such a special place that we did not need any form of planning, partnership or help, but we do," he says.

In order to assure Cambridge's leadership as a hub for high-tech and science-intensive industries, local civic and business leaders have decided to band together to organise the prototype for a regional development agency which would co-ordinate the

efforts of public agencies and private business to attract investment not only into the city of Cambridge, but into the south Cambridgeshire region.

Last month, the first meeting of the Economic Partnership for Southern and Central Cambridgeshire was held. Representatives from the Cambridge City Council, district councils in South Cambridgeshire, East Cambridgeshire and Huntingdonshire, the County Council, the Confederation of British Industry, CambsTec - the local training and enterprise agency - the Government Office Eastern Region and local business leaders gathered to discuss a planning strategy for the development of the region over the next 15 years.

"We are getting to the stage where we feel there needs to be a more formal umbrella organisation to co-ordinate various activities in the public and private sectors," said Mr Mills.

Efforts within the region to pull together the activities of the public and private sector are suddenly flowering as an Eastern Region investment agency - covering Cambridgeshire, Suffolk, Norfolk, Hertfordshire,

Essex and Bedfordshire - has also been established as the first step towards the establishment of a regional development organisation.

"We are the only region other than the south-east which does not have a regional development organ-

Efforts to attract significant investment into the region are fragmented

isation," says Mr Tim Cracknell, economic development officer at Cambridge City Council.

"So it means we miss out on investment opportunities. We do not want to get outstripped by other regions, and a regional development agency will help ensure that we are one of the more buoyant economies."

At the moment, efforts to attract significant investment into the region are fragmented between several

agencies, including the Tec, the councils and various trade organisations.

"Everybody is chasing a small number of employers," says Mr Cracknell. The umbrella organisations will provide single points of contact for potential investors who will have inquiries about infrastructure, training and other local facilities.

For Cambridge, a regional development agency is important because it will allow it to contain growth within the city limits.

Because the city itself is quite small - its population is only 110,000 - and the streets are old, allowing heavy industry into the city could exacerbate already difficult traffic conditions.

"There is not room to build large scale manufacturing in Cambridge, and if we allowed companies to build here, they would have to recruit people from outlying areas, which would cause congestion in the medieval streets," says Mr Cracknell.

"More than two-thirds of the workforce in Cambridge already comes in from outside so we have serious parking and congestion problems."



Because the city is quite small, and the streets are old, large-scale manufacturing could exacerbate already difficult traffic conditions and cause congestion in the medieval streets. Pictures: Ashley Anderson

However, the city council would like to espouse a policy of "dispersal", in which companies interested in coming into the area would be encouraged to stay within the greater central and south Cambridgeshire region.

With a regional development agency, it would be easier for the city council to refer investment applicants to other areas with higher unemployment and better infrastructure.

Mr Russell recalls that

when Wellcome, the pharmaceutical company taken over by Glaxo, approached Cambridge city council about a site, it was told the city could not sustain the facility.

"Luckily the company decided to build its site in south Cambridgeshire and provided 800 jobs," says Mr Russell. "But there should have been a mechanism by which they could be told that although the city is crowded they might want to consider elsewhere in the

region. That is a company that might have taken its work offshore because we had rebuffed them."

In the formation of a development agency which would attract inward investment into the region, the organisers are targeting biotechnology, call centres for industries moving into tele-marketing, distribution companies and businesses from the food industry.

Mr Alan Maltress, chief executive of CambsTec, said the Economic Partnership

for Southern and Central Cambridgeshire and the embryonic Eastern Region investment agency would be discussing the issues which regions trying to attract inward investment typically must address.

"Inevitably, we will come to the usual classic issues: is the transport infrastructure good enough, are the business parks in the right place, do we have the right skills?" said Mr Maltress.

"Now we have to come together to discuss these issues because public planners traditionally have not talked enough to business leaders."

Mr John Pease, president of the Cambridge and District Chamber of Commerce and chief executive of J&S Technical Services, a national sulphur trader, said he was initially sceptical about the forums bringing together public and private leaders.

"Initially, I thought it would be another layer of organisation that would confuse even further," said Mr Pease.

"But having been to the inaugural meeting, I think it is a very healthy thing because it means we will have a vehicle for lobbying for inward investment rather than separate organisations making separate pleas."

Property: by Graham Bowley

Shortage of office space is looming

Commercial prices have started the climb back to levels last seen in the 1980s

Cambridge is experiencing a recovery in commercial property prices which is exciting office-owners and property investors alike. It is the words of Mr Patrick McMahon, head of investment at Bidwells, the property surveyor, "one of the areas in the country which is performing its socks off".

According to Mr Martin Cooper at Cambridgeshire County Council, there was oversupply of commercial property in the city during the recession earlier this decade. Prices which reached a peak of about £24 per square foot in the late 1980s, plummeted to around £8 per square foot by 1993.

"But now available office space is diminishing very rapidly, especially industrial space, and the pressures are recurring," said Mr Cooper.

These pressures, caused by the city centre's tight planning constraints and the resilient growth of the city's economy, mean that prices are now back to about £15 a square foot. "We are getting back to where we were pre-recession" said Mr Cooper.

Bidwells forecasts that prices will reach £20 by 1999. The return to pre-recession levels is crucial if developers are to be encouraged to dip their toes back into the property market. According to Mr Jonathan Burroughs at Bidwells, "We will now start to see speculative office developments for the first time in well over five years."

The shortage of industrial space is proving especially acute. The county council is encouraging companies to look at alternative locations outside Cambridge, in particular in nearby towns such as Huntingdon, Ely and Peterborough.

Some companies would prefer to remain in the city centre, which offers an attractive location, coupled with shops and other amenities. Companies also fear that they might lose staff if they move out of the centre.

But for many businesses, easier access, good car parking facilities and the space to grow have become more important and they have chosen to locate or relocate outside the city.

The shortage of space within the centre has encouraged the development of a number of thriving business parks on the fringes of the city. Vision Park on the northern edge of Cambridge covers 11 acres of land, virtually all of which is now full.

A large new business park has been proposed, again on the northern fringe of the city. Two competing bids, one by retailers, Sainsbury's, and the second by Anglian Water and Railtrack, have been put forward.

Sainsbury's proposal is for a relatively small, mainly retail-based park, while Railtrack and Anglian Water's plan is for a larger initiative with leisure facilities and space for industry and high-tech companies. The latter plan would cover 167 acres, offer 300,000 square feet of shop space, 215,000 square feet for business development, and 200,000 square feet for leisure facilities. It would include homes, a hotel, and parking and transport links.

Cambridge Science Park, which has been developed over the past 25 years, now covers 130 acres of land and has a total of 1.05m sq feet of office space built at present. With more than 70 companies, there are more than 3,000 people employed on the park, 1,200 of which are employed by the eight US companies present. According to the county council, 10 acres are left for development "in the near future".

On the southern side of the city, there are plans for another park, called Peterhouse Technology Park, which would be the latest development on a green-field site in the area. It is intended that this 12-acre site would mainly be for research and development companies.

While most new development has focused on the northern edge of Cambridge, development on the southern side of the city has proved more difficult. This area of farmland and villages is popular with London commuters and development has been limited by conservation concerns.

Mr Burroughs said the pressures in the city have arisen because of the Cambridge economy's success in areas such as high-tech industry and research and development. The growth in these areas has encouraged other industries which service them.

"There are now some big requirements so more businesses are moving in," said Mr Burroughs.

Pressures are also emerging in the residential property market. Owing to the take-up of new land for building, the number of plots of available land has dwindled from 2022 in July 1989 to 1918 by December 1995.

"Because developers can sell the houses they build in Cambridge, the demand for residential building land has remained high," said Mr David Bateman, associate partner at Bidwells.

He said Cambridge University, Addenbrooke's hospital, the science park and the city's schools were all responsible for the continued high demand for residential property.

He calculates that the average price of an acre of developable land is now about £700,000, although this varies around the city. There is a slight north-south divide in Cambridge in terms of attractiveness of location, with the south side being the more attractive.

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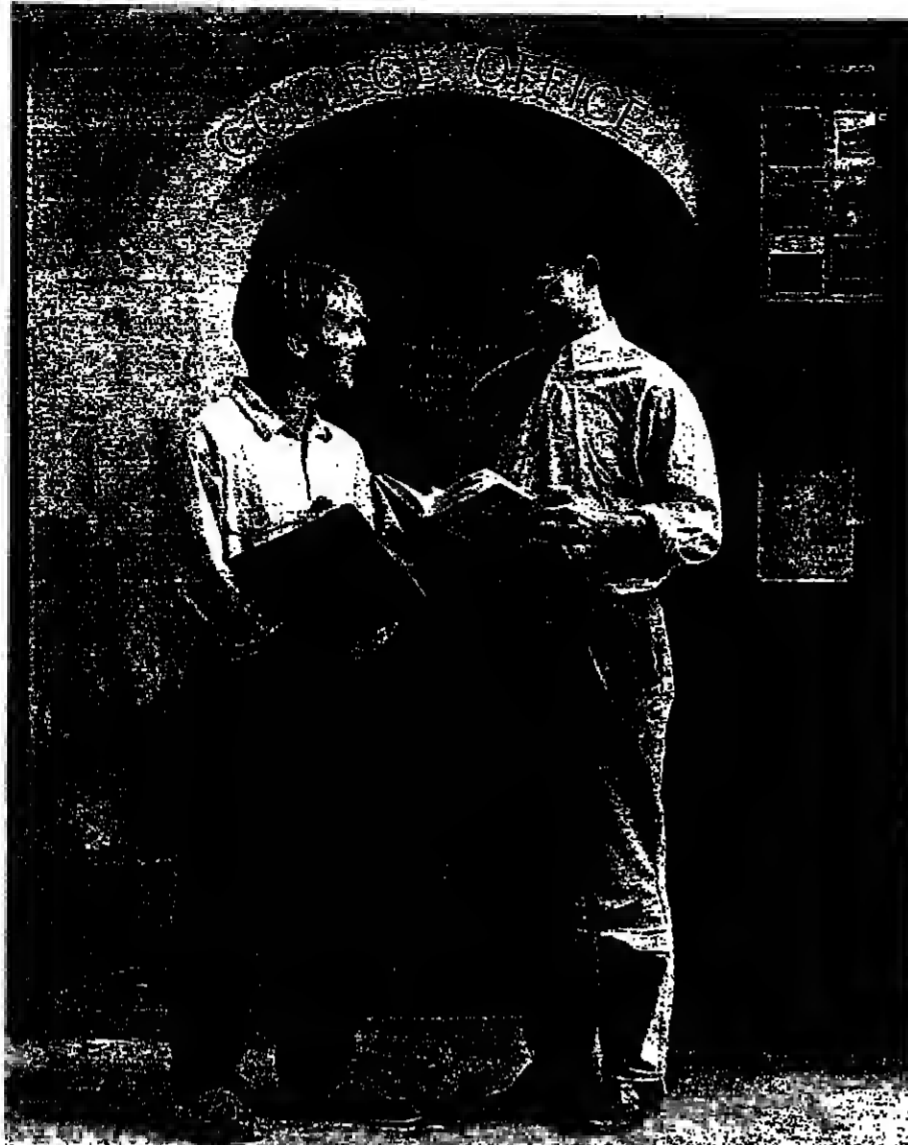
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The university is a source of employment as well as employees

Picture: Tony Anderson

■ Training and employment by Midge Gillies

Labour pains in several sectors

The city is paradoxically short both of jobs and the right kind of employees

It is ironic that a city dominated by a university with a world-class reputation should suffer from a skills shortage. But several sectors have complained of problems in recruiting the right people.

Preliminary results from research carried out this year by CambsTEC (the Training and Enterprise Council for the area) shows that engineering companies in particular find it difficult to recruit good people.

The problem is partly one of image. "Engineering companies complain that young people don't want to go into their industry because it's not glamorous and because they've seen people made redundant in the past," Mr Alan Maltress, managing director of CambsTEC, says.

There is also the question of money: small to medium companies from a range of industries struggle to offer competitive salaries.

Compounding these problems is the fact that hi-tech companies, which were first attracted to the area in the 1980s partly because of the university, have skimmed off the cream of the most talented people. Research by Cambridgeshire County Council shows that in late 1993 the city and South Cambridgeshire employed 23,000 people in hi-tech jobs such as electronic engineering, research and development, computer services and telecommunications.

The flip-side of this skills gap is, of course, unemployment. The growth of these sorts of companies has contributed to "blackspots" such as the middle of Cambridge where unemployment among young males is about 10 per cent. Although the level of unemployment among this group fell between 1993-95, it is starting to rise again.

"Everyone has to be computer literate, be able to communicate, work in a team, and be able to read and write. There's a big

group of people still leaving school without those skills," Mr Maltress says.

One company trying to close the skills gap is the Marshall group, which has been based in Cambridge since 1909 and is one of the biggest manufacturing employers in the area. The company is privately owned and is divided into three main areas. Its motor business sells cars through dealerships as far apart as Leicester in the Midlands, Croydon, south of London, and Ipswich in Suffolk.

It also makes bodies for specialist vehicles such as those used by military customers and its aerospace business repairs and services aircraft at Cambridge airport, which it also runs. In total, it employs 2,200 people. Mr Gordon Schofield, director of personnel, says the company finds it difficult to recruit specialist workers such as stress and avionics engineers and usually has to advertise nationally because there are few aircraft companies in the area. In 1991 it introduced an adult training scheme because it was finding it difficult to recruit fitters. The scheme, which runs alongside Marshall's long-established apprenticeship programme, has attracted workers aged between 20 and 40.

"It's proved very successful - almost more so than the apprenticeship scheme because we've got the commitment from adults who are willing to acquire a trade and the skills they've missed out on earlier in life."

Mr Schofield believes that the growth of hi-tech companies has meant that manufacturing industry is better served in some areas. As an example, he points to the emergence of training companies that have developed to serve the hi-tech community but which are also useful to manufacturers who need advice on information technology.

"There are several spin-offs from other people who trade with hi-tech companies. There is an interchange of skills and knowledge that comes around."

Marshall's also occasionally taps into the expertise at Cambridge University by

allowing undergraduates to undertake project work as part of their degree and sometimes taking the student on after graduation.

The university is a source of employment as well as employees. A total of 7,000 people - ranging from lecturers to lab technicians and gardeners - work for it or for its 31 colleges, which are run autonomously. The university, together with other educational bodies, hospitals, and central and local government, represents the biggest group of employers in the city.

Probably the next biggest area of employment is tourism, which supports an estimated 6,650 jobs through catering, hotels and shops.

Business support services are also increasing and Mr Maltress says that more companies are beginning to view Cambridge as the centre of East Anglia and

choosing to have a regional base in the city. He adds that road and rail links and its proximity to Stansted Airport all make it the area's natural base.

The region's TECs are also working with local government to set up a new eastern region investment agency based in Cambridge to attract more companies to the area.

The question is how will all these companies be staffed? CambsTEC remains concerned that the skills shortage will become more acute as the century draws to a close. It forecasts a 32-per-cent increase in demand for managers and administrators up to the end of the decade. It also expects an increase in the number of women at work - from 37.8 per cent of the local workforce in 1981 to 48.9 per cent by 2001.

CambsTEC's response is to try to promote the idea of the modern apprenticeship for all industries and to build partnerships between schools and colleges and employees. But it is also trying to persuade companies to invest more in training and less in cutting corners by poaching skilled staff from their rivals. Only then will Cambridge have employees of a calibre to match its worldwide reputation.

■ Transport by William Lewis

Congestion takes its toll

Extra jobs and poor public transport have led to traffic congestion

Located at the point where the main route from the Midlands to East Anglia crosses the River Cam and several tributary valleys converge, Cambridge came into existence and prospered as a centre of communications, with successive developments in Roman, Saxon and Norman periods.

Today, transport and communications have moved from being one of Cambridge's main assets to one of its biggest problems. Traffic congestion, overcrowding and parking problems were voted the worst thing about living in Cambridge in a recent survey.

At peak times, roads running through the region suffer congestion, but it is the roads in and out of the city which represent the most pressing transport problem.

On the most important radial roads leading into the city there was an overall increase in traffic crossing the city boundary of 50 per cent between 1980 and 1992.

While 35 per cent of peak-hour journeys by city residents in Cambridge are by bicycle, only 6 per cent are by bus, 31 per cent by car and 14 per cent by foot. For people living outside the city, in South Cambridgeshire, the car is even more popular, accounting for 73 per cent of peak-hour journeys.

The city council forecasts that if current trends continue, traffic waiting to cross the city boundary will increase by 86 per cent over the next 10 years.

"This would add to both the road safety and environmental problems, affecting all road users including pedestrians, cyclists and bus passengers, together with deterioration of the environment in areas adjacent to main roads and in residential areas unprotected from through traffic," Mr Barry Louth, principal transport planner at the city council, warned in a recent transport policy paper.

The main cause of the congestion problem has been Cambridge's success in attracting new employment. Since 1981, the total number of jobs in Cambridge has increased by 25 per cent to 80,000, plus another approximately 5,000 jobs supported by tourism.

However, in contrast with the growth in employment, most of which has taken place in the city, most of the growth in housing has taken place beyond the green belt. "Since employment growth has been greatest within the city, the effect has been to pull more highly paid workers into the area and to increase pressure on the housing market," Mr Louth says.

Another cause of the traffic problems "is the extremely poor public transport in the area," says Mr Robert Tuckwell, lead officer in transportation planning at Cambridgeshire county council.

There has been a steady decline in bus passengers over the past few years, estimated at approximately 3 per cent a year, and this decline has been compounded, council officials say, by the deregulation of bus services which has led bus operators to concentrate on profitable routes at peak times.

The local railway service is used mainly for commuting to London and is not used much for commuting into Cambridge city.

Poor public transport and high car usage has led to concerns about the environment and safety. Cambridgeshire has the highest road accident casualty rate per head of population of any



Cambridge centre: poor public transport and high car usage has led to concerns about the environment and safety

Picture: Ashwood

English county. For example, in 1992 there were 622 road accidents in Cambridge, 77 per cent of which involved cars.

In terms of casualties the most serious accident problem is the number of cyclists injured.

The number injured in 1992, for example, was 65 per cent higher than in 1981.

Council officials say that efforts to solve these serious traffic problems have, in the past, been hampered by the split in powers between the city council, county council and South Cambridgeshire district council who have been pursuing different transport policies. A number of schemes have also failed. For example, a scheme to provide the free use of bikes the city failed when all but a few of the 200 bikes were stolen.

Officials from the three councils say that they are currently working together on a number of initiatives which could help dilute

Cambridge's traffic problems. The first initiative is the development of park-and-ride sites, which allow commuters to park their cars on the outskirts of the city and complete their journey into Cambridge on a bus.

A new park-and-ride site

and city council Stagecoach, the bus operator, has bought three new buses worth £250,000 to operate the service from the Madingley Road site.

The county council has received planning consent for another park-and-ride site at Newmarket Road to serve the east of the city, and further sites are being proposed.

Of the two other park-and-ride sites currently in use, council officials say that the site at Cowley Road to the north of the city may be redeveloped, but the Clifton Road site in the south is too small and is located in the wrong area.

Another initiative will in January lead to the city and county councils closing Bridge Street, which runs through the historic city centre, to through traffic. Council officials say that if the experiment proves successful they will extend the scheme to all roads in the so-called "core area" of the

city. The introduction of this traffic management system follows injuries to more than 500 people over the past five years in road accidents within the core area. Council studies have also found that about half of all cars entering the core area do not require access and are passing through.

Environmental concerns are also a factor. "Air quality monitoring shows the narrow streets in the core area experience high levels of pollutants produced by motor vehicles," the county council says.

Council officials say that computer models have been used to assess the likely impact of the road closure scheme, but admit that it could backfire, simply increasing congestion on other roads running through the city.

"We shall be monitoring the situation very carefully over the experimental period," says Mr Tuckwell.



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6 CAMBRIDGE

■ Tourism: by Jim Kelly

Welcome to the city... please stay

Visitors find this city the place to be, but for only a few hours

Cambridge - one of Europe's great medieval university cities - has no problem attracting tourists. It does, however, have great problems managing them... and even greater problems persuading them to stay long enough to truly benefit the local economy.

The city council made clear its concern earlier this year when it laid out a plan for the future. "The main aim of the Cambridge Tourism Strategy," it said, "is to manage, not promote, tourism."

Tourism is just one boom sector in what is a buoyant local economy. In 1994, according to the council strategy, the city received 3.4m tourist visitors - or more than 30 for every resident. In 2001, the numbers are expected to reach 4.2m.

Cambridge's problem, shared by other cities such as Canterbury and Oxford, is that it is too close to London, with improving train and road links bringing it ever closer. In 1994, tourists stayed for an average 1.4 nights, although that was better than the 1991 figure of 1.2 nights.

It is estimated that these visitors spend £195m a year in the city, although all such figures are best guesses. Apart from spending in the city centre shops - around 8 per cent of turnover - and in restaurants, pubs, and cafes, they also generate jobs.

But they do not stay long enough to spend on entertainment, long-stay accommodation, or using the city as the base for touring the region. "We are a whistle-stop venue," says Ian Cooper, the city's director of leisure services. "We are just too near London," says Lydia Bowman, the Cambridge's manager responsible

for promoting co-operation on city centre issues. "You can do it in a day - whizz up the Mill, have a pizza and sandwich and go back down again."

But Ms Bowman, and others, believe the city could attract people for longer by raising the profile of its hinterland - East Anglia generally and its coastline - and relieve pressure on the historic core.

This will not be easy. David Keeble, of the university's Centre for Business Research says: "I am sceptical of attempts to disburse tourists from Cambridge."

Breaking Cambridge's image as a tourist artefact to be seen briefly will be difficult

For example, Dr Keeble believes the surrounding countryside, especially the Fenland, is "an acquired taste". Attractions such as Ely Cathedral, Anglessea Abbey and the old town of Saffron Walden may not prove strong enough to make Cambridge a touring centre.

Dr Keeble sees one of Cambridge's problems in the appeal of the colleges which have in themselves become "tourist artefacts", past which thousands troop having been decanted in the city by coach. The result can be congestion and an undermining of the relaxed academic environment some tourists, and many local inhabitants, enjoy.

Ms Bowman agrees that there is an antagonistic relationship between local people and sight-seeing tourists. "Local people have a very strong sense of ownership in Cambridge - everything has to be debated, they feel Cam-

bridge is theirs."

Dr Keeble can see potential for the development in Cambridge of a "tourist experience" development - similar to the Oxford Story, or Jorvik Viking Centre in York - encapsulating the story of the city and give one-day visitors an enjoyable introduction to its past.

He also sees modern architecture as a potential attraction. "There has been a recent growth of a range of distinctive modern architecture - late 1980s and 1990s - such as the Judge Institute and the Law Faculty."

But he puts more hope in the longer-term development of academic and business tourism. He believes a thriving conference sector would attract visitors for longer stays. The problem here seems to be investment in facilities and the city's relatively poor tourist accommodation. However, partnerships between the local authority and the private sector have sought to solve some of the city's problems.

Ms Bowman says there is a shortage of good meeting venues, while those provided by the university are seasonal. Local authority facilities - such as the 1,800-seat Corn Exchange - also need more investment. And while the city has good-quality town centre hotels, there is a lack of middle-range, smaller hotels. The centre of the city is also crowded, with little room for development.

The city council has led a successful Welcome Break Programme, acting as a travel agent in co-operation with hoteliers, and launched a similar co-operative venture to promote conference venues. But breaking Cambridge's image as a tourist artefact to be seen briefly and photographed will be difficult - especially among foreign visitors. In 1994, about 38 per cent of visitors were from the UK. About half the rest were from continental Europe and - the remainder mainly from the US and Japan.

■ The arts: by Midge Gillies

Three distinct audiences

The city has a wide range of entertainment for its students, locals and tourists.

Cambridge's three distinct audiences of students, tourists and local people allow it to offer a much wider variety of arts and entertainment than most other cities of its size.

As a result, venues co-ordinate their programmes to avoid duplication and to ensure they meet the needs of a diverse audience.

The more "mainstream" venues are clustered in the historic heart of the city where they can attract visitors. Cambridge Corn Exchange, an example of an arts building which is on the tourist trail, also manages to attract a local audience, those willing to travel to see the right show, and a smattering of students.

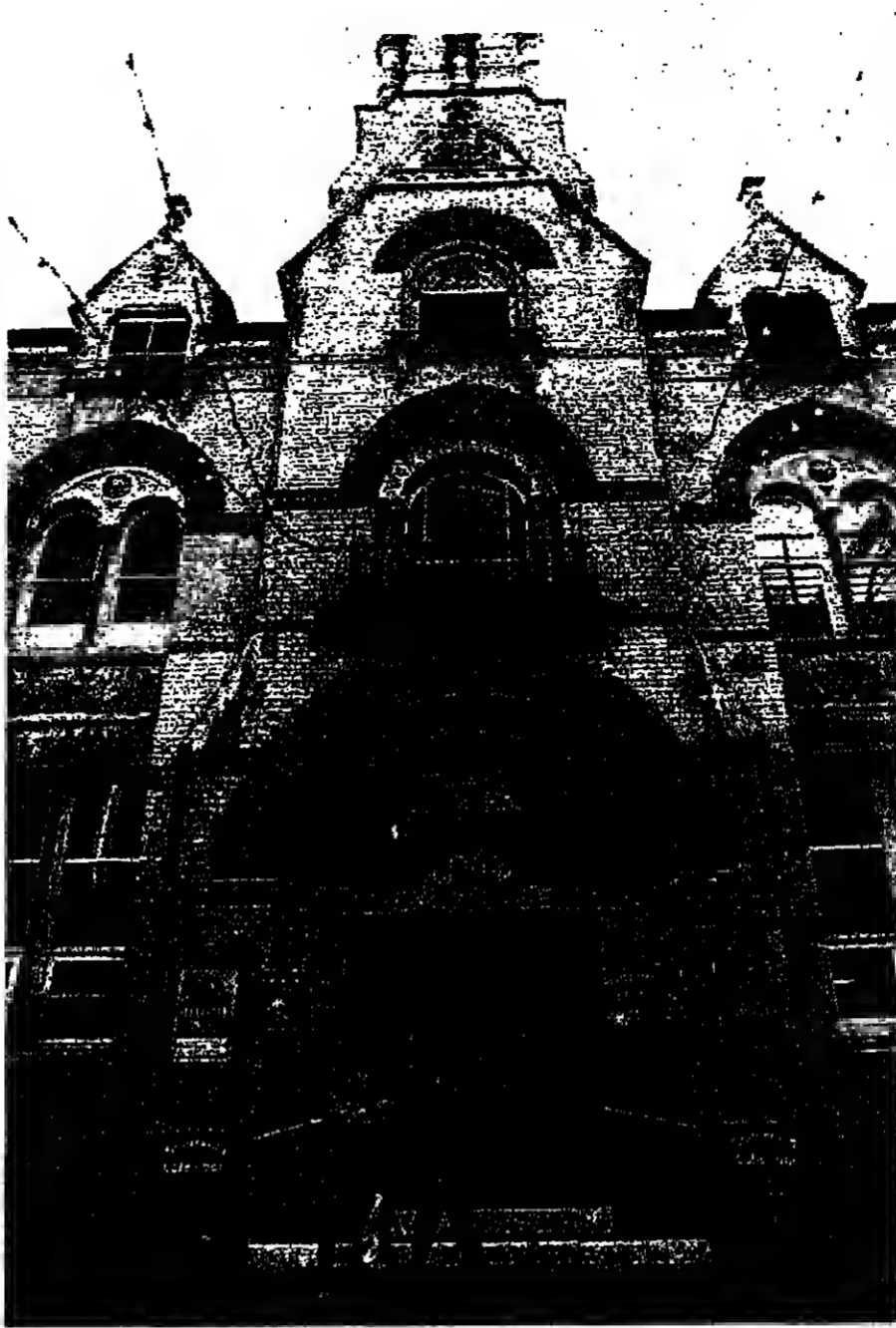
But, as Mr Robert Sanderson, director of Cambridge Corn Exchange, says, a central location can have its disadvantages.

"It's a slight nightmare being a Grade One listed building in the middle of a world heritage centre. Sometimes we dream of a greenfield site on the A14 with free carparking and trees. We're very hemmed in but it's important to keep the city alive at night."

The Corn Exchange was built as a joint agricultural market and concert hall in 1875 and renovated 10 years ago. The building, which is run by Cambridge City Council, attracts a range of performers from pop stars such as David Bowie and The Cure, to The London Symphony Orchestra and the Royal Ballet.

It also hosts raves and stand-up comedy. Sometimes we dream of a greenfield site on the A14 with free carparking and trees. We're very hemmed in but it's important to keep the city alive at night."

Top performers have helped to widen the appeal of the Corn Exchange so that



The Corn Exchange: Grade One listed building in the middle of a world heritage centre. Ashley Ashwood

60 per cent of its audience now comes from more than 20 miles away. Shows often attract people from London - particularly if a tour has bypassed the capital or a fan has missed a performance, or simply because road and rail links are so good from north London.

"Basically, we know we're not a perfect venue; we are an old Victorian indoor market that's been turned into a modern, multi-purpose entertainment complex," says Mr Sanderson.

"It's a matter of attitude - the technical staff really

being interested in the difficult shows like getting the Royal Ballet on, when you have people like Darcy Busell who are used to the Covent Garden stage, but you've got the orchestra stuck in the corner of the auditorium and a massive set on stage."

Cambridge Arts Theatre, which was founded by John Maynard Keynes in 1936 and is situated close to Cambridge Corn Exchange, also does its best to provide a broad programme. The building, which reopened this month after a 3½-year gap

for a £8.3m redevelopment partly funded by Lottery cash, has had a long association with the Cambridge Footlights and helped to launch the careers of performers such as Peter Cook, David Frost, John Cleese and Stephen Fry and Emma Thompson.

The Theatre still maintains a tradition, established by Keynes, of bearing any losses incurred by amateur groups from the city and university when staging a performance there.

As well as the Arts Theatre, Cambridge also offers

the ADC Theatre which was started by an undergraduate society (the Amateur Dramatic Club) and is now run by the University of Cambridge.

Like the Mumford Theatre, based at Anglia Polytechnic University, it stages both amateur and professional performances.

Most of the university's colleges also put on amateur offerings throughout the year.

Students run their own film clubs and Cambridge's commercial cinemas provide a total of nine screens.

In addition, the Arts Cinema offers a more adventurous programme of foreign and "art house" films and also hosts the film festival which has been going for 20 years.

The visual arts are represented through an equally diverse range of venues, from the Fitzwilliam Museum which houses masterpieces such as works by Titian, Rubens and Renoir, to the more modern setting and exhibits of Kettle's Yard and Cambridge Darkroom Gallery.

But diversity of audience can also lead to tensions between the three groups. One of the reasons the city council is so enthusiastic about arts and leisure is that it recognises the importance of tourism to the local economy.

It claims that the £19 a head it spends annually on arts and leisure is the highest contribution made by a non-metropolitan authority.

However, some local people complain that too much attention is paid to the needs of transitory audiences - the students and the visitors.

Mr Sanderson admits that he aims for the widest range of audience, "so there are less people out there who don't like what you're doing."

This criticism has been partly answered by establishing regular events such as the Cambridge Folk Festival, which was started in 1965. There are plans, too, to host a comedy festival next year which would involve a range of venues from theatres staging stand-up comedy to galleries exhibiting cartoon art.

It looks likely, though, that Cambridge's wide audience will continue to be a boon as well as a bane for some time to come.

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PROFILE The Judge Institute

Getting on with the job

The institute is establishing itself as a business school to be reckoned with

While dons at Oxford University squabble among themselves about whether management education is a academic subject worthy of their attention, and whether they are prepared to accept a donation of £20m from Saudi entrepreneur Mr Wafic Said to fund their studies, Cambridge University has quietly and purposefully got on with the job of setting up a business school.

Just a year ago, it opened the doors on the fabulously restored Addenbrooke's hospital in the heart of Cambridge, designed by the architect John Outram - this is the home of the university's business school.

The conversion was completed with £2m donated by Sir Paul Judge and his wife Anne, in recognition of which the school has taken on the name Judge Institute of Management Studies, and £5m from the Monument Trust, one of the Sainsbury family trusts.

While suspicion and mistrust plague the relationship between Oxford dons and their would-be benefactor, dealing with its benefactors has proven anything but irksome for Professor Sandra Dawson, director of the Judge Institute.

"I see it as good practice on my part to talk to our benefactors. It is a working partnership between us," she says. "We have to relate to the business world out there which is our research institution."

Professorships endowed by Guinness, KPMG and Andersen Consulting are



The fabulously restored Addenbrooke's hospital in the heart of Cambridge is the business school's home. Ashley Ashwood

among the school's other corporate links. The institute is also looking for a further donation of £2.5m-£3m to fund a new library.

Sir Paul, former chairman of Premier Brands, is also related about the relationship, describing his role as one of support for the business school.

He also tries to encourage potential donors to give money to the school and is chair of the advisory board, a group of business people who help faculty and students at the school keep in touch with business needs outside the university.

Dr Hendry freely admits that the problems arose because the institute misjudged market demands.

The initial course, based on ideas of management guru Mr Charles Handy, was for a three-year programme, with students spending one term each year at Cambridge.

"Educationally it was a dream. For employers and students it was a nightmare," says Dr Hendry.

Today's 21-month course consists of six months of study followed by a 12-month work period and finishes off with a series of optional courses and a dissertation.

But that has still proved to be unpopular because, says Dr Hendry, students

have to be well supported by their employers. As a result good students are being turned away because their employers are lukewarm in support.

From autumn 1997, as a result, the institute will offer a one-year MBA course, bringing it in line with most British business schools and European schools such as Insead, in Fontainebleau, near Paris.

Indeed, with fewer than 20 per cent of students coming from the UK Dr Hendry classifies the institute as one of Europe's most international schools, alongside Insead, IMD in Lausanne and London Business School.

The largest single national group - 25 per cent in total - are from the US. The one-year MBA programme will run alongside the established 21-month sandwich programme but Dr Hendry predicts that some 75 per cent of students will opt for the 12-month course from its inception.

The institute is also the focus of management research at Cambridge and in July this year received a sizeable donation to help set up a governance study centre, involving Cambridge's existing Centre for Business Research, funded by the Economic and Social Research Council, and other faculties.

Funds for the centre came from Mr Bob Monks, one of the central figures in the US corporate governance movement over the past 15 years.

As well as attending Cambridge himself as a Harvard scholar, Mr Monks cited Cambridge's formidable academic reputation as the main reason for locating the centre at the Judge Institute.

Della Bradshaw

مكتبة الامم المتحدة

PROSPECTS FOR PAKISTAN

The political measure of the stabilisation programme is whether it can be made to stick, write Peter Montagnon and Farhan Bokhari

Interim of uncertainty

A sigh of relief went up in Pakistan when Ms Benazir Bhutto was ousted as prime minister on November 5. This removal of a democratically-elected leader might have been expected to spark widespread protest. Instead there was a sense of satisfaction at the demise of an autocratic administration which tolerated a level of corruption that shocked even Pakistan.

But her removal has created deep political uncertainty. The caretaker government installed by President Farooq Leghari has been weakened by doubts over the legality of his move to oust her, by his appointment of cronies to ministerial positions and by his failure to lay formal charges of corruption against Mr Asif Ali Zardari, Ms Bhutto's investment minister husband, who is being held in custody.

The hope is that it will at least bring some prospect of economic stability. Mr Shahid Javed Burki, the World Bank official brought in by President Leghari to run the economy, has set about completing negotiations for a new dose of short-term International Monetary Fund finance. This week he is in Washington to begin discussions on a longer term structural adjustment loan.

The central question, though, is whether economic recovery can be sustained if Pakistan does not have a government with the authority to push through tough measures designed to restore confidence and secure Pakistan's ability to service its \$28bn foreign debt. The mandate of the caretaker government lasts only till February 3, though many fear it will prove impossible to hold elections on schedule then. Even if they do take place, the result could be a hung parliament and a weak coalition.

Mr Burki, a veteran of World Bank rescue packages for Latin

America, says he believes the package of structural reforms to be announced later this month could transform Pakistan while maintaining a reasonable level of growth. "If we succeed in this experiment it will be the first programme of stabilisation which would not be accompanied by a major recession," he says.

In theory, the programme put forward by Mr Burki and his team of professionals makes perfect sense. It rests on the need to reduce government indebtedness: total foreign and domestic debt amounts to nearly 90 per cent of gross domestic product, imposing a severe strain on public finances.

The main elements are: a reduction in the size of government designed to curb the deficit and reduce the scope for corruption, accelerated privatisation to create resources to pay off debt; banking reform to rid the system of bad debts totalling over 6 per cent of gross domestic product; and fiscal and tariff reform aimed at removing distortions and enhancing the government's ability to collect revenue.

The need for such changes is clear. As an example of profligate spending by officials, Mr Burki cites one of Pakistan's four provinces where each minister had 30 cars at his disposal. "And they were expensive ones like Toyota Landcruisers and Pajeros."

Pakistan's state-owned banks are loss-making and like other public enterprises, heavily overmanned and inefficient. The government's tax collection rate is a mere 13 per cent of gross domestic product. Within that, tax collection from agriculture is just 0.5 per cent, so whatever burden there is falls unfairly on industry.

Attempts to tax agriculture, however, have been opposed by politically influential landowners



New and old livelihoods in Karachi: the mobile phone dealer in the latest hardware; and the daily wage-earner at the cotton loom



Photo: David Arnold

who argue that the government takes away much of their profits by artificially depressing the prices of food grains to pacify urban dwellers.

While Pakistan has relatively few quantitative restrictions on imports, its tariffs are higher than other Asian countries with a peak of 65 per cent. That makes inputs expensive and shields domestic industry from competition.

Yet if correcting all these problems is simply a matter of common sense, implementation has already begun to prove difficult. Since the caretaker government entered office government borrowing from the banking sector has continued to grow apace, reaching Rs75bn by the end of November compared with a target of just Rs52bn for the end of December.

No one has yet dared to suggest that defence spending, which takes up a quarter of gross domestic product, should be cut. And though the government has announced strict new measures against corruption, it is being slow to follow through with charges.

Nor, given its precarious foreign exchange position, can the government afford to withdraw the anonymity privileges accorded to foreign exchange deposits in Pakistan's banks, a standard vehicle for money laundering. That suggests a long uphill struggle to clean up government and remove the huge waste caused by corruption.

This, analysts say, shows clearly that political reform must go hand-in-hand with economic reform. Mr Fakhr Iman, education minister in the earlier Pakis-

tan Muslim League government of Mr Nawaz Sharif, believes there is a deep-seated desire for change in the country's "polluted" political culture.

The ousting of Ms Bhutto provided the opportunity for such a change. "If in the minds of the public, those who are perceived to be corrupt and not clean are brought to trial, it'll set the tone and the direction for the kind of culture the people are looking for."

So far, there has been little sign of such a development. Instead the political situation has grown murkier, and there have been renewed signs of violence with bomb blasts in both Karachi and Lahore. Last week President Leghari's position was seriously weakened by a supreme court ruling that he had to accept the

appointment of judges, one of the main points of contention which led to Ms Bhutto's dismissal.

The supreme court has yet to rule on her complaint that her dismissal was illegal, but it seems unlikely that she will do well if elections do take place. Her Pakistan People's Party is riven by dissent with some support, particularly in her home province of Sindh, peeling away to a rival faction led by Mrs Ghinwa Bhutto, widow of her murdered brother and rival Mur-taza.

The chances are that Mr Nawaz Sharif would emerge from any election as prime minister. He is popular with business and thought to have helped broker the recent balance of payments loan from the United Arab Emirates that will help bolster the foreign reserves. But, like that of Ms

Bhutto, his last administration ended in disgrace. He, too, was dismissed amid allegations that his government was corrupt.

In desperation, some middle-class Pakistanis are beginning to countenance the possibility of a longer period of non-parliamentary technocratic government. Some argue that the constitution would allow for such a move if the programme and the mandate for such a government were approved in a referendum.

Many believe the military, which has been low profile so far, could still intervene to impose such a solution if the situation did get out of hand. But, according to Mr Iman, supporters of such a move are generally people on the outside of politics. What is really needed is a strengthening of democratic institutions with transparency and accountability.

"That's the only way. A non-democratic, non-elected government has been tried before, but with what results?" he says.

Thus, after the widespread relief which followed Ms Bhutto's dismissal, Pakistan still seems unable to shake off the culture of corruption, cronyism and vindictiveness which have poisoned its political and social prospects for at least a decade.

Pakistanis must look with envy on the Philippines, once an even worse case, but now a democracy whose structural reforms have attracted large investment flows and made it one of the strongest exporters in Asia this year. While Pakistan struggles to implement change, the risk is that the international investment will go elsewhere and its own inflows will be feeble as before.

The best it can hope for is that some of the economic reforms proposed by the caretaker government will stick under the continuing supervision of the International Monetary Fund and World Bank and that the situation will gradually become less bad. And there is always the hope that determination will be born of crisis. "If you are a wise man, then you control events," says Mr Muhammad Yaqub, governor of the State Bank. "If you are not a wise man then events will control you because the realities will dictate the terms. But in the first case there's a danger of being liquidated as a country, society or state. In the second you adjust in a manner which is such that you survive."

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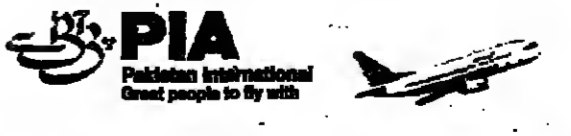
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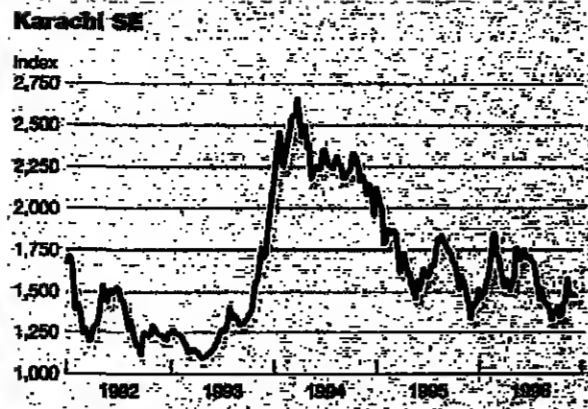
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II PROSPECTS FOR PAKISTAN



Karachi stock exchange: brokers shout and sell



■ Stock exchange: by Farhan Bokhari

The market trails badly

Future prospects depend, above all, on the resolution of political uncertainty

Pakistan's portfolio investors have little to celebrate as the year draws to an unpleasant end. The KSE-100 index of the Karachi stock market, the largest stock exchange, trails almost 20 per cent below last year's final result and less than 40 per cent of the peak in the past three years.

Many investors find themselves strapped for cash with investments still tied up in shares whose prices have yet to recover. Others are uncomfortable over future prospects. Though Mr Shahid Javed Burki, the government's chief financial adviser, says he expects a resumption of portfolio flows, the large-scale return of foreign investors is still awaited.

Even the recent change of government has not given a boost, in spite of a precedent in 1993 when the market rose after a similar political change. Besides, the two government-supported investment companies - ICP (Investment Corporation of Pakistan) and NIT (National Investment Trust), which have stepped in previously to revive share prices - are now themselves pressed for liquidity.

By contrast, analysts say the fundamental factors look attractive, pointing to a rapid growth in monthly volumes of shares traded, and sustained buying interest in attractive equities such as Hubco, ICI and Pakistan telecom.

On a market price/earnings multiple of 8, Pakistan is cheap compared with

other regional markets and some analysts argue that corporate earnings are holding up. Mr Nasir Bukhari of Khadim Ali Sbah Bukhari brokerage expects them to grow by 22 per cent this year, with the pace accelerating to 26 per cent next.

But short-term concerns over Pakistan's recent economic trends have dampened prospects of recovery. The projections for the latest year's cotton crop have already been officially lowered by about 12 per cent after a pest attack.

Independent experts say that the damage is larger. The effect has added to anxieties in the market where almost a quarter of the 743 listed companies represent textiles - the largest export sector.

In spite of a recent package of incentives by the caretaker government of Mr Meraj Khalid, the prime minister, textile shares are still reeling under worries of a fall in expected profits due to higher raw material costs in the local market. "The reality has started settling in that economic factors are not very encouraging," says Mr Farrukh Khan, chief executive of BMA capital management.

Not only are investors still not certain the latest IMF package will work, they are also concerned about the political future ahead of the February 3 elections. If no clear winners emerge on the horizon, the new government may once again be a coalition of different political parties. "The prospect of a coalition government worries many investors because that could mean a repeat of political uncertainty and perhaps another government seeing its term end halfway through," says a foreign banker in Karachi.

Other analysts say that

new reforms introduced by Mr Khalid's government may do with the short life span of 90 days of the caretaker administration.

Mr Bukhari says: "The change of government has been a stabilising factor. But ninety days wouldn't make a difference. The government should stay for at least a year." Mr Khalid and president Farooq Leghari are however committed to holding elections on February 3 and transferring power to an elected government, in line with Pakistan's constitution which gives no more than ninety days to caretaker administrations.

Future prospects also depend on the development of instruments such as mutual funds and the course of the privatisation programme, which should add both to market liquidity and to the range of shares on offer. The growth of mutual funds has been deterred by regulatory and tax issues. For instance, not only are investors taxed directly on their income from mutual funds, but the funds are also themselves taxed separately, so there have been complaints about double taxation. Pakistan's caretaker government has promised reforms but the likely impact on share prices is still unclear.

Many investors are also eagerly watching new privatisation offers planned for the next twelve months. The government says that it plans to offer global depositary receipts (GDRs) and shares in public sector corporations worth \$1bn. But opinion is divided over the market's ability to absorb the new paper.

Investors are certain to be attracted to some of the more profitable companies like OGDC (Oil and Gas

Development Corporation), but response to other planned flotations like those of the deeply indebted and inefficient banks will depend on efforts to clean up non-performing loans.

One good sign is technical improvements in the offering to facilitate trading. Shortly before its downfall, the Bhutto government approved new laws to establish a central depository system (CDS) as part of an ambitious modernisation plan. Once operational, the \$3.5m CDS is expected to expedite the physical transfer of shares. The KSE's management is also working towards computerised trading which it hopes will start functioning by next summer.

"With these new systems (CDS and computerised trading) our stockbrokers will be able to set up branches all over the country, their retail business will increase rapidly," says Mr Bukhari, who has begun expanding his business outside Karachi in expectation of more clients.

The KSE management says that these new changes will boost interest in the market from early next year. Expectations that the caretaker government may offer some tax relief on share ownership has also recently helped support prices.

But there is no real conviction that any rally would last. "The improvement, if any, is temporary. People want to see the fog clearing up over the long-term horizon before returning to the market in a big way," says one sceptical broker.

■ Banking sector: by Peter Montagnon

A struggle with bad loans

Recovery of fortunes rests with the results of the Resolution Trust's activities

Pakistan's banking problems may never have attracted the attention meted out to Japan's *fusen* or housing loan companies, but the impact of bad loans on the country's financial system is almost equally dramatic.

According to Mr Shahid Javed Burki, financial adviser to the caretaker government, the country's commercial banks are struggling with bad debts totalling around Rs140bn, equivalent to over 6 per cent of gross domestic product.

Most of the bad loans are concentrated in the state-owned banks, most relate to loan losses in the textile sector, and many of the borrowers have long enjoyed political clout which protects them from having to repay.

"Dealing with bad debts is probably one of the most critical elements of financial sector restructuring," says Mr Zakir Mahmood, general manager for Pakistan of Banque Indosuez.

The problem has become a priority for the caretaker government. It is negotiating a large loan from the World Bank and other official lenders to finance a plan to take the bad debts off the books of the state banks and place them in a special company, called the Resolution Trust. The trust would then be responsible for recovering as much cash as it can.

The weight of bad debts stymied efforts by the Bhutto government to privatise United Bank, one of the country's leading state-owned banks.

It is an obstacle to the introduction of more efficient management practices and is forcing the banks to charge much higher interest rates than would otherwise be the case.

The caretaker government moved quickly in its early weeks to change the management of state sector banks.

It is introducing a new

foreclosure law which will make it easier to attach assets of defaulters. According to Mr Burki, it plans to set up the Resolution Trust early next year to pave the way for speedy privatisation of the state banks.

Following the pattern set in other countries - including the US when it was forced to tackle the crisis in the savings and loan industry in the 1980s - the Resolution Trust would be financed by deep discount bonds bearing a government guarantee.

It would attempt to recover some of the debts by auctioning off the bad loans. Buyers would be investors aiming to make a profit by collecting the debt or developing some of the assets

highest issue remains implementation and execution," says Mr Ali Raza, senior vice-president of Bank of America. "The Resolution Trust will fall flat on its face unless the foreclosure laws are simultaneously in place. People must be confident that the law works and can be operated by the new government."

Another concern is how the government will run the Resolution Trust. "It will have to be managed as a result-orientated private sector enterprise. The personalities who are chosen to run it will be very important," says Mr Atif Bajwa, country manager of ABN-Amro Bank. Even with a government guarantee the bonds needed

This means building barriers to prevent patronage and political influence on the banking system by the finance ministry and prime minister's office. "Lower level functionaries in the ministry of finance have a vital interest not to see these walls created," he says. The powers of the central bank should be enhanced so that it would be able to replace top executives at banks.

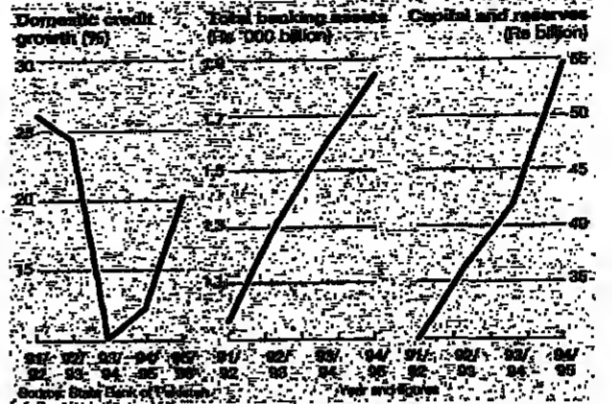
It should also be the sole authority responsible for licensing banks. At the same time, the bank intends to build up a new team of trained supervisors and invest in information technology to beef up its supervisory role, he says.

It also plans gradually to impose tighter capital adequacy rules on banks, moving away from the present scheme whereby capital is calculated as a proportion of liabilities to Bank for International Settlements rules whereby banks are required to have capital equivalent to at least 8 per cent of risk-weighted assets.

Though the foreign banks, which collectively account for some 30 per cent of all bank lending in Pakistan, derive some advantage from their relative health compared with the debt-ridden state banks, many believe the industry generally would benefit if the bad debts were dealt with.

The economy as a whole is weakened by the problem, says Mr Mahmood of Banque Indosuez. "The state-owned banks also need to deal with their bad debts so they can turn their attention to improved efficiency. "There's an enormous amount of waste, overstaffing and bloated expenses," he says.

But there are few illusions about a speedy solution. The size of the debt which has to be collected is large, the money has to come from somewhere, and if attempts were made to collect it too quickly there would be an effect on the general economy, says Mr Farrukh Khan, chief executive of BMA Capital Management. The process has to be spun out over considerable time.



attached to it. Typically they might include local or foreign investors hoping to acquire a textile mill whose original owner ended up in default.

But estimates vary as to how much of the bad debt can be recovered. Mr Burki reckons the total might be around a third of the bad debts.

One uncertainty is how much of the accumulated bad debt consists of interest payments which will never be recovered, says Mr Azhar Hamid of ANZ Grindlays. That could amount to around 30 per cent of the total. "Then I think they'll be lucky if they recover 50 per cent of the principal."

And while most bankers accept that the idea is sound in principle, many remain cautious in practice. "As usual in this country, the

to finance the Resolution Trust may be difficult to sell to the public, he adds.

According to Mr Muhammad Yaqub, the widely-respected governor of the State Bank of Pakistan, the scheme will only work if it is preceded by efforts to stop new bad loans being put on to bank books. The Resolution Trust addresses the problem of the stock of bad loans but not the flow. "If you address the stock problem, it creates more room for people to play," he says. "My concern is that the problem should be addressed only after the flow is taken care of."

Among the conditions for sounder banking is a clear understanding that the state bank has a sole mandate for banking supervision and control, says the chief of the central bank.

■ Privatisation: by Farhan Bokhari

Sitting on a pressing deadline

Delays and lack of transparency have been only two of the main obstacles

Few people will envy Mr Salman Shah, the business professor, now chairman of the privatisation commission in Pakistan's caretaker government in the remaining six weeks before elections he must try to remove obstacles that have dogged the sell-off programme for almost five years.

He is now faced with the challenge of removing the obstacles to privatisation that have hampered the programme for almost five years. In spite of new economic reforms, Pakistan still has to demonstrate that it can attract a large number of buyers, willing to offer attractive prices and to take over management of public sector companies.

Mr Shah's job is doubly difficult because the programme has become tainted by the lack of transparency in previous deals. He has started by promising to revamp the privatisation commission and establish new rules. The search has begun for new talent from Pakistan and abroad so that a core team of experienced officials is appointed.

"The key issue is to have the best people possible in the privatisation commission," Mr Shah says. "The problems of transparency will disappear with better technical expertise."

Mr Shah has also promised to bring to the head of the queue those companies and assets that were ignored in the past. These include Pakistan's largest airport - the Jinnah terminal in Karachi - sea-ports and public sector development finance institutions.

He has also promised to expedite the sale of companies such as the Pakistan Telecommunications Corp (PTCL), power generation plants and power distribution boards.

Many analysts are, however, sceptical about Mr Shah's plans to make a quick turn around.

The legacy of delays and the lack of transparency surrounding large asset sales, especially the PTCL, have

made investors cautious.

Pakistan has so far only sold 11 per cent of PTCL's shares through domestic share offers and international GDRs, while the search is still on for a strategic investor who would buy another 26 per cent shares and take over its management.

Plans to sell the country's two largest state-owned banks, Habib Bank and United Bank, have also suffered. There are virtually no buyers for the two deeply-indebted banks that the government now wants to revitalise if it can succeed in getting loans from the World Bank for restructuring.

Many analysts also refer to the case of a former reformist government of caretaker prime minister Mr Moeen Qureshi in 1993. That government also launched ambitious plans to reform the economy and secure a faster push towards privatisation. But those plans quickly lost momentum, shortly after it left office at the end of its 90-day tenure.

The new government appointed by President Farooq Leghari, whose own term lasts until 1998, has promised to safeguard the reforms.

But that assurance has not helped to stem confusion in business circles over the extent to which the president can become involved. Pakistan's constitution gives few powers to the president for day-to-day implementation of policies in spite of strong authority to remove elected governments.

Many analysts also see a danger in trying to push too many offers simultaneously, especially without assurances that there will be enough buyers to put in bids. Mr Farrukh Khan, chief executive of Karachi's BMA capital management, says: "If you try to accelerate too much, the chances of falling flat on your face are going to be high."

Other businessmen say the government needs first to trim the country's bloated bureaucracy before it can make progress on privatisation.

"There's going to be resistance from bureaucrats, who have wielded enormous powers, thanks to their senior executive positions at public sector companies," says a

foreign banker in Karachi. By some estimates, the size of the federal government in Islamabad can be reduced by a third or half, without affecting the delivery of public services or the performance of the government. Yet successive governments have not even begun to tackle the issue.

Businessmen say that the large size of the bureaucracy allows it to hold back the sale of important public sec-

tor companies.

Pakistan's economic planners are, however, under pressure to step up the pace of privatisation so that the money earned from transactions could be used to pay off a portion of the country's increasing debt and reduce the annual debt servicing burden.

"The message from the World Bank, the IMF and all of Pakistan's western donors is to privatise, and pay off

some of the debt before it becomes too unmanageable," says a senior Western economist in Islamabad.

Faced with a time constraint, Mr Shah can do is to lay the ground and hope that a p. sing start will be made before his tenure ends. He hopes to leave behind "a strengthened privatisation system with people of integrity" - using it and to leave a : which can then conti.

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Economy by Peter Montagnon

Putting together the pieces

Pakistan badly needs fiscal reform, if it is to gain foreign confidence

Ms Benazir Bhutto, Pakistan's ousted prime minister, clearly believes it when she claims the economic record of her administration was one of "phenomenal success."

A growth rate, which even after this year's severe austerity measures is still expected to be around 5 per cent, and a decline in the fiscal deficit during her period in office to 6.3 per cent from 9.8 per cent may appear to vindicate this.

But in boasting that, at one stage, she had tripled the country's foreign exchange reserves to some \$3bn, she readily overlooks the fact that, when she was removed, they were down to around \$97m or less than three weeks of imports. Pakistan was in a severe economic crisis, brought about by the government's inability to manage and control its own indebtedness.

Privately officials admit that the country came close to defaulting on its \$28bn foreign debt as reserves dwindled this autumn. With a large bunching of short-term maturities, Pakistan had an awesome debt service ratio of some 52 per cent in the fiscal year to last July. The Pakistan government also has a large domestic debt of Rs90bn.

Some experts argue that Pakistan should stop pretending it can cope and actively seek to reschedule its debts. Trying to find ways of continuing to service it "is like giving a patient antibiotics for a viral infection," says Mr Nessar Ahmed, President of the

Crescent investment bank. But the caretaker government has set its sights firmly against rescheduling because of its devastating effect on confidence. A rescheduling would also be complicated by the foreign currency deposits in local banks, amounting to some \$8bn and which are not counted in the official debt figures.

Instead the government aims to put the country's finances on a more sustainable footing by reducing the budget deficit, seeking to boost exports, paying down debt through the proceeds of an accelerated privatisation programme and encouraging foreign direct investment.

Even before Ms Bhutto's downfall, the need for fiscal reform was clear. Spending was hard to control because well over half of it went on defence and interest payments. The large deficit was crowding out private sector investment, and with Pakistan's low savings rate of 14 per cent, the strain was showing in the balance of payments. Even on the official numbers, inflation was stuck around 10 per cent.

Her original budget in June called for a tax increase of Rs41bn, largely through an extension of the sales tax on goods and services to all imported and manufactured goods except sugar, edible oil, petroleum products, unprocessed foodstuffs and agriculture products. This met widespread opposition. It became apparent that the government could not collect the money. Hence it would miss the target of 4 per cent for the deficit and the IMF halted drawings on a \$600m standby loan agreed last December.

With reserves plunging as a result, the government began urgent negotiations with the IMF for a new

standby. Shortly before her dismissal Ms Bhutto came up with a new package. This included an 8 per cent devaluation of the rupee, higher interest rates, credit curbs on public sector enterprises and budget measures amounting to Rs40bn. It forms the basis of the short term economic policy of the caretaker government.

For once, the new budget measures focused more on spending cuts than increased taxes. These were scheduled

Table with 5 columns for years 1992/3, 1993/4, 1994/5, 1995/6, 1996/7. Rows include Real GDP growth %, Consumer price inflation %, Fiscal deficit % GDP, Current account balance % GDP, Liquid foreign exchange resources (\$m at year-end), and Government debt (\$m).

to amount to Rs27bn. Defence was not cut directly, though the absence of compensation for the devaluation meant a real cut as the military can afford less imported equipment. The main cuts came from less essential development spending and cuts in recurrent spending by the elimination of waste.

Of the new tax measures the most striking was a first ever tax on agriculture, designed to raise Rs2bn. The agriculture tax will be collected by the provinces who will receive smaller transfers from the central government as a result. The basic structure of the unpopular sales tax was left unchanged though medicines and newspapers were exempted.

Though the package has been approved by the IMF,

which was due to release \$160m to Pakistan this month, the jury is still out on how effective it will be. The early weeks of the caretaker government have seen a continued growth in government borrowing from the banking sector. These totals Rs75bn at the end of November compared with a target of Rs39bn for December and Rs44bn for the end of the fiscal year. That suggests that the government continues to have difficulty

collecting revenue. To cut the deficit from 6.3 per cent of GDP to 4 per cent involves a major tightening. Together, this year's budget packages have an annual impact of Rs100bn or 4 per cent of GDP. Even if the target is missed by a wide measure, the fiscal tightening should be considerable.

Less clear is whether the government will manage to avoid an impact on growth. Some industrial sectors such as cement are showing signs of weakness. In others, the measures have led to a sharp increase in costs. Mr Ian Sangster, chairman of Lever Brothers Pakistan says his company's costs have risen by Rs1.1bn, equivalent to some 10 per cent of turnover. Prices have risen as a result.

Nor has there been compensation in the form of

Telecommunications sell-off: by Farhan Bokhari

Less solid than it looks

The image problem has meant that large foreign investors have stayed away

The future of the Pakistan Telecommunications Corp (PTCL), the state monopoly telephone company, looks uncertain. More than five years after a government decision to privatise the PTCL, Islamabad is still faced with the challenge of selling what many consider to be the flagship of the public sector.

The delay has been the result of a range of factors. It has proved difficult to find a large international company willing to link up with PTCL through taking a stake. There have also been concerns over the implications for national security.

Under pressure from the country's defence services, Pakistan has agreed to use some of the proceeds from the sale of PTCL to set up a separate telephone service for the use of government and defence forces.

But the government has still not found an investor to put up at least \$2bn for that strategic 26 per cent stake. That buyer would also take over PTCL's management.

The sale of the stake would be Pakistan's largest single privatisation after 12 per cent of the company was floated on domestic and international markets two years ago. But the controversy surrounding that sale is part of the problem with

the new one. Documents accompanying the flotation overstated the number of lines in operation, claiming that there were 2.4m clients when there were in fact only 1.8m.

Pakistan claims that it was an unintentional "oversight", but many analysts say that the confusion continues to worry prospective buyers. One Western businessman in Islamabad says: "Pakistan has got a bit of an international image problem. For businessmen, its once bitten, twice shy."

But Mr Salman Shah, the newly-appointed chairman of Pakistan's privatisation commission, is convinced that the company can still attract reasonable competition from buyers. He quotes an internal study by the World Bank which suggests that there is interest among American companies in buying the PTCL.

The privatisation commission said in September that a new consortium consisting of two international operators and a Pakistani company were considering an offer. They are the Steedco group of Indonesia and PTT Telecom Netherlands, who have joined hands with Pakistan's Shabeen foundation, a business venture established by the air force. The Shabeen foundation has announced that the consortium was considering making an offer of up to \$2bn for 26 per cent of the company's shares.

The government is convinced that prospects for future growth in the tele-

communications sector in Pakistan remain attractive. PTCL, with roughly 2.5m subscribers at present, still has a further capacity to connect another 650,000 users without any large new investment. Average per capita telephone connections at 1.78 per 100 is expected to rise considerably.

PTCL announced in July that its annual revenues for the last financial year (July 1995-June 1996) had risen over the target of Rs35bn, but did not say by what per cent. The company has set a revenue target of Rs44bn for the current financial year (July 1996-June 1997), a rise of 25 per cent over the previous year. Even though details of the company's pre-tax profits for the last fiscal year have still not been made public, analysts predict that it would be about 7-12 per cent above the profits of Rs16.85bn for the year before (1994-95).

Particularly striking in PTCL's pre-tax margin of almost 40 per cent. This is at least in part the result of high domestic telephone tariffs in Pakistan.

The government has promised to provide the same degree of monopoly to the PTCL's new buyer, at least for some time after privatisation. The contract of sale for the 26 per cent stock would include a clause giving a seven-year monopoly over basic telephone services in Pakistan. The new buyer would receive a 25-year renewable licence for providing the full range of telephone services.

Foreign investment: by Mark Nicholson

A tale of constant vagaries

The pattern of a small number of new investments in large projects needs broadening

Even before November's political upheaval added to the political vagaries of doing business in Pakistan, foreign investors were already treating the country with some circumspection.

A month before the dismissal of Ms Benazir Bhutto's government, leaders of the Overseas Investors Chamber of Commerce and Industry, the chief representative body of foreign investors in Pakistan, had visited her husband, Mr Asif Ali Zardari, then investments minister, with a list of long-

held woes and grievances. They ranged from concerns over high duty rates, smuggling and brand name protection to worries over restrictive labour laws and constant changes in policies.

The list did not include corruption, though this is all a longstanding complaint of incoming investors. Pakistan last year was rated the world's second most corrupt country, after Nigeria, by the German-based group Transparency International.

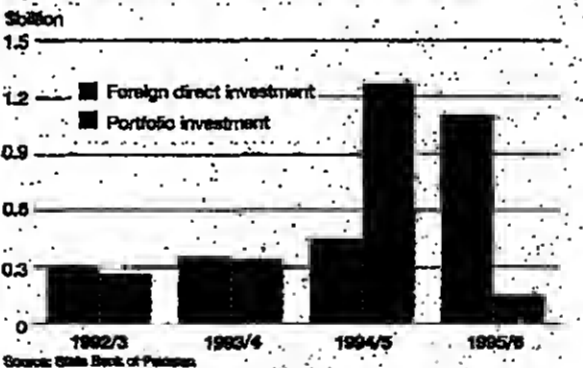
Citing examples of problems which the OICCI said were proving detrimental to their and other foreign investors' interests in the country, the body argued that the best way of attracting new foreign investors was adequately to reward those already in Pakis-

tan - something they argued was not always the case.

Established foreign companies in Pakistan may, however, have some interest in sustaining the perception that Pakistan is "difficult". JCI, Lever Brothers, Procter & Gamble, ANZ bank have all been around for the best part of 100 years - it can make the barriers to entry very difficult for others," says one senior foreign banker in Karachi.

Yet, many investors would agree that Pakistan can be an awkward place to do business. "Companies with external shareholders might be a little reluctant to come into Pakistan, where you have to do business in an unusual way, which may not reflect practice elsewhere," adds the foreign banker.

Net investment inflows into Pakistan



Two rules of thumb emerge, one being that incomes to Pakistan do best when they can enlist well-connected and street-savvy agents or joint venture partners. The other rule appears to be that bigger companies which can command some international clout are more likely to succeed in breaching the formal and informal impediments to dealing in Pakistan.

A look at the bigger recent investments bears this out. These have either been from powerful multinational entrants, like Toyota or Honda in the vehicle sector, or from long-established groups like ICI, which is to invest \$40m in a new plant for PTA - the raw material for both PET, the polyester plastic used to make bottles, and for polyester fabrics - and a further \$100m in a fibres plant over the next two years.

Moreover, while gross foreign direct investment figures are currently showing healthy growth, up 146 per cent in 1995-96 to \$1.09bn, the rising total masks the fact that the bulk of new flows are in a relatively small number of very big projects - a trend which appears likely to continue.

Most of last year's rise in inflows is accounted for by capital for the construction of the \$1.6bn Hubco power plant nearing completion along the coast from Karachi. The likelihood of FDI flows rising beyond \$1.5-\$2bn a year for the next few years will, by the same token, reflect largely the planned ICI investments and a total of \$3.6bn to be invested in 17-19 new power projects. These are the result of the success of both Hubco and the raft of ironclad government guarantees offered under its subsequent two-year-old private power policy.

Elsewhere, the picture is far less encouraging. Most notably, there is an absence both of widespread interest from smaller foreign investors and of significant investments into export-ori-

ented manufacturing industries. In part, smaller groups tend to be more easily put off by the perception of Pakistan's political risk, be it last year's bloodletting in Karachi or merely the recurrent political crises which have led to seven changes of government in the past eight years.

Moreover, while Pakistan's population of 130m offers an appealing enough market, for companies considering a single south Asian sortie, India offers a quite dwarfing population of 950m people. "Altogether," concedes one foreign banker reflectively, "it can seem difficult to say what is attractive about Pakistan for the investor."

Hence the list of grievances from the OICCI. The core of their concern is that industry and manufacturing are too heavily taxed, and that the tax regime is too frequently changed by governments scrambling to find revenues to meet their chronically poor fiscal position. This bias of taxation derives from Pakistan's political structure, in which the governing elite is largely landowning and agriculturally-based and therefore strongly resistant to spreading the burden of taxation away from urban and industrial taxpayers.

The consequence, as the OICCI suggests, is that duties in some industries, like tobacco or toiletries, now mean it is cheaper to import products than produce them locally. Or, that import duty rates for capital imports in industries like power and energy have been raised, reduced, then raised again such as to make a lottery of revenue or investment planning.

Much as investors have welcomed the economic rescue-plan of Mr Shazid Javed Bukhari, the de facto finance minister in the interim administration, his arrival signals yet more changes to the country's economic regime.

Advertisement for Habib Bank Limited, featuring the text 'Habib Bank - The Largest bank of Pakistan with International Links' and 'A Tradition of Better Service Habib Bank Limited'. It includes contact information for head office and regional offices.

Advertisement for Khadim Ali Shah Bukhari & Co. Ltd., featuring the text 'EuroMoney Awards for Excellence 1994' and 'EuroMoney Awards for Excellence 1996'. It includes contact information for Karachi, Islamabad, and Lahore branches.

Advertisement for National Bank of Pakistan, featuring the text 'A New Record of Six Months' Performance' and a table comparing performance between Jan-June 1995 and Jan-June 1996. The table shows growth in Aggregate Deposits, Credit, Investments, Gross Revenues, Gross Profit, and Customers Serviced.

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LARGEST CAPITALISED COMPANY PAKISTAN



IV PROSPECTS FOR PAKISTAN

Business guide by Farhan Bokhari

Out with the VVIPs

Visitors need to respect the local economic and social environment

A few tips:
VIP: Many ordinary Pakistanis share a sense of extreme disgust with the commonly dreaded VVIPs or very important persons.

small number of Islamic activists and religious political parties. Visitors are therefore expected to dress and act accordingly in public, though religious constraints are often relaxed in private.

Alcohol is banned by law but drinking does take place in the privacy of homes. An exception is made in hotels where special permits have to be sought by non-Muslim guests to purchase alcohol which can only be consumed in their rooms.

Communications: E-mail connections are the emerging new facility for businesses and private users. Pakistan's state-run Pakistan Telecommunications Corporation has launched an on-line internet service but subscribers have to be based in Pakistan.

Connections however can be unreliable with frequent line drops. The worst quality of service is found in the city of Lahore where users are far in excess of available lines.

Recent improvements in telecommunications have also made it easier to place an international call from hotel rooms though rates inclusive of operator handling charges are far higher than those charged through public call offices where long queues are not unusual.

While in Lahore, Islamabad and Peshawar, consider renting a mobile telephone to cut costs. In Karachi, mobile phones have been banned since the violence peaked last July.

many large stores as well as refrigerators in hotel rooms, which are generally considered safe for drinking.

The Meraj Khalid government has promised to step up the pace of the privatisation programme. This is a continuation of Pakistan's five-year-old economic reforms.

Government sanctions letters are no longer needed for setting up new projects. Banking reform has allowed residents to open freely foreign exchange accounts and remit any quantity of money to and from Pakistan.

Pakistan offers some of the world's most attractive scenery, especially in its northern half along the Himalayas. The state-run PTDC (Pakistan Tourism Development Corporation) may offer some useful information on where to go but it has done little to develop new facilities in recent years to accommodate tourists.

Travellers to Lahore in the Punjab should take time to visit the city's famous historical sites such as the Badshahi mosque, tomb of emperor Jehangir and emperor Nur Jehan. Lahore is Pakistan's most famous political city with outrageous but interesting gossip on the state of the country's politics and economy.

Health hazards are similar to those in many other Asian countries. Consult your doctor before arriving, to find out if you need inoculation. As a general rule, try to avoid tap water, salads and ice cubes. Bottled mineral water can be found in



Government and constitution
Head of state: President Farooq Leghary
Head of government: Prime Minister & Minister of Defence Nawaz Sharif
The executive: The president is head of state and is elected for a period of five years by a joint sitting of the federal legislature.

Economic summary
Total GDP, nominal (\$ bn) 1995: 55.2, 1997: 70.7
Real GDP growth (annual % change) 4.5, 5.0
Inflation (annual % change in CPI) 12.0, 12.0
Industrial output (annual % change) 5.0, 4.8

Energy by Mark Nicholson

Power and some of the glory

The hugely successful drive to increase capacity could yet have a downside

It took more than a decade from conception to execution, some unprecedented World Bank political risk guarantees and a net of tightly interlocking and hedged transaction agreements, but the first and biggest private power station in South Asia is up, running

and set to be fully commissioned by March next year - a month early. Hubco, the \$1.6bn power plant operated by National Power, the UK power group, synchronised the third of its four 323MW units with the Pakistan grid this month after the first two began delivering power this summer.

By most measures, Hubco has been a widely acclaimed success, the financial arrangements for which have provided both a model for Pakistan's similarly applauded private power policy and the impetus for a flush of subsequent private power deals.

Seventeen other private power projects have since closed financing arrangements entailing investments of \$3.6bn. They will provide an additional generating capacity of 3,192MW.

So iron-clad are the financial guarantees for Hubco offered by both the World Bank and the Pakistan authorities that investment analysts commonly liken Hubco stock to a fixed-interest security.

The project is leveraged at 72.28 debt to equity, with \$712m of commercial loans, \$426m from multilateral lenders and \$372m of equity raised through a 1994 local and international offering.



Wiring-up: an engineer adjusts overhead cables

30-year power purchase agreement with Hubco, guaranteeing payments to cover fixed costs and an equity return at 64.4 per cent of plant capacity with bonus payments for increased off-take and a 10-year tariff of 5.9 cents a unit.

From the Hubco model, the government outlined a broader private power policy in 1994. It offered average bulk tariff rates of 6.5 cents a unit for the first 10 years, similar long-term fuel supply contracts, foreign currency guarantees, income and corporate tax exemptions and a series of additional sales tax and other concessions.

track" private power projects. But only one of these has so far succeeded in adding private power to the grid and India's first such project, the Dahbhol Power project in Maharashtra, became so politically controversial - being cancelled, renegotiated and finally approved - that it raised substantial doubts about the viability of India's policy.

However, there is increasing concern in Pakistan that the guarantees that have so successfully attracted new power project investors to the country may turn out to be too good. There is some doubt that Wapda, and thus the government, will be able to bear the burden of costs, particularly foreign exchange obligations, it is

now contracted to pay. The premise of the power policy is that the new generation capacity will considerably bolster industrial output and, particularly, Pakistan's export industries. But the structural problems besetting the country's industrial sector and its narrow range of export earning manufacturers - which are mostly cotton and textile based - suggest it will take more than just greater availability of power to boost production.

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